

FORMAL REPORT

To:	Chair Stratthdee and Members of Strategic Priorities Committee
Prepared by:	Brent Kittmer, CAO/Clerk
Date of Meeting:	17 October 2017
Subject:	CAO 37-2017 Strategic Plan Scorecard and 2018 Priorities

PURPOSE

The purpose of this report is to provide Council with a summary of the 2017 accomplishments as they relate to the priorities and tactics identified in the strategic plan. Within the report staff is requesting that Council give consideration to defining the key strategic priorities to be advanced in 2018. This information will assist staff with finalizing the 2017 Strategic Plan Scorecard which will be presented to the public at the “Coffee with Council” event on October 28, 2017 from 9:00 am – 12:00 pm.

RECOMMENDATION

THAT CAO 37-207 regarding the 2017 strategic plan accomplishments and 2018 priorities be received for discussion.

BACKGROUND

Council adopted its revised strategic plan on January 24, 2017 and provided the following direction to the CAO:

Resolution 2017-01-24-08

THAT Council adopts the 2016 Strategic Plan revision; and

THAT the CAO be directed to develop an implementation plan for the strategic plan for a future presentation to the Strategic Priorities Committee.

The strategic plan identifies the need to develop an implementation plan and a system of performance measurement. The plan is viewed as the operational blueprint for the Town’s strategic priorities, and a key step to ensure that long-range implementation of the plan is successful is the creation of evaluation measures. The primary benefit of completing evaluation is keeping the Town on track with advancing its strategic priorities rather than having the strategic plan become a shelf document.

Continuous monitoring and evaluation of the plan helps to improve organizational results through a focus on accountability to the plan. As a first step to establish a monitoring process for the 2017 strategic plan, the staff report template was modified to begin tracking when and how the various initiatives brought forward relate back to Council’s strategic priorities. Now, a more formalized scorecard has been developed which consolidates and presents a summary of the initiatives that were implemented in 2017 that have advanced the strategic plan. This scorecard is attached to this report and is further reviewed in the “Report” section below under Discussion item #1.

Another benefit of on-going evaluation is determining what works and what does not. This review enables adjustments to the Town’s strategic approach to better achieve outcomes for effectiveness and efficiency. As a part of this report, staff have identified administration’s view of the strategic priorities that will be advanced in 2018. Also presented are a number of outstanding resolutions from Council that relate back to priorities identified in the strategic plan. The CAO is seeking instructions from Council

in regards to what priorities should and should not be advanced in 2018. This direction will help staff develop a focused approach to the planned 2018 workload. This review of 2018 priorities is further reviewed in the “Report” section below under Discussion item #2.

REPORT

Discussion Item #1: 2017 Strategic Plan Scorecard and Tracking of Initiatives

Attached to this report is a first draft of the 2017 Strategic Plan scorecard. Administration’s approach to implementing strategic initiatives in 2017 was loosely based on the “Balanced Scorecard” methodology. No one pillar of the strategic plan was provided priority over the other. Rather, as opportunities arose staff referred to the plan to ensure that moving forward with that opportunity was supported by the strategic plan.

The scorecard is currently developed in a matrix format, and presents the 2017 accomplishments that have advanced Council’s strategic plan. The matrix was developed by the Town’s middle management team and above. The timeline covered is from July 2016 to October 2017. July 2016 was chosen as the start date because Council’s strategic plan was in substantial draft form at that point. The draft plan informed the 2017 budgeting process, and several strategic initiatives were implemented late in 2016 that deserve to be tracked.

The scorecard should not be considered a comprehensive list of all of the Town’s accomplishments in 2017. The scorecard only documents those initiatives that were implemented in 2017 that relate back to Council’s strategic plan. The scorecard does not reflect all of the day to day operational accomplishments of the Town, or any other large initiatives that have been implemented that do not relate back directly to the strategic plan.

In its current form, the scorecard is a simplistic tool for measuring the success of the strategic plan. The only performance indicator that is presently used is a basic “pass/fail” approach (i.e. actions have been taken to advance a priority, or they have not). However, this approach is useful because it demonstrates the areas of the plan that have generated the most focus in 2017.

As a part of this report, staff are asking Council to review the 2017 accomplishments presented in the scorecard to ensure that both staff and Council are in agreement with what is documented.

Moving forward, in the short term the scorecard will be presented to the public as a part of “Coffee with Council” on October 28. In addition, the score card will be condensed into an “Annual Report” format that will more succinctly present the 2017 accomplishments. This annual report will be presented to Council before the end of the year, and will also be shared through the Town’s website and social media outlets.

Long term, it is the CAO’s goal to create a more sophisticated performance measurement system using the scorecard as a foundation. As applicable, the goal is to create performance metrics and key performance indicators to measure the implementation of the various strategic initiatives. Once these are created, a report to Council will follow which will ask Council to develop stretch targets for the organization to move towards. Not all initiatives in the plan will be suitable for this approach. Because the strategic plan is an “action based” plan, the simple metrics of pass/fail, or “action/no action” will still apply to many of Council’s priorities.

Discussion Item #2: 2018 Strategic Priorities to be Pursued

As outlined above, staff have approached the pillars of the strategic plan with an assumption that all pillars have equal importance. That said, some of the pillars and tactics have received more attention than others due to either pre-existing plans for action being in place, or new opportunities arising that have led to those tactics being advanced.

The primary purpose of this report is to facilitate a discussion by Council to determine which strategic priorities should receive focus in 2018. To aid Council in this discussion, staff have identified areas of planned work in 2018 within the attached scorecard. Summarizing, the staff identified areas of strategic plan focus for 2018 include:

Pillar	Priorities Identified by Staff
Balanced Growth	Research and implementation of the Perth4Youth Youth Based Strategic Plan recommendations.
	Partner with Partners in Employment and Perth South to secure resources for a youth based professional development program.
	Pursue a partnership with the BIA to host a youth based job fair.
	Create a youth council spear headed through the Youth Centre.
	Pursue initiatives to expand usage of the Youth Centre by adding bus stops, and expanding programs for older youth.
Communication & Marketing	Delivery of Year 1 activities identified in the Corporate Communications Implementation plan.
	Development of media relations and corporate social media policies and training.
	Partnership development with local stakeholders to improve corporate event delivery.
	Pursue greater public uptake of the Town's web subscription service to improve direct delivery of Town communications.
	Development of key messages for Town marketing and positioning as a part of the Economic Development portfolio's responsibilities in implementing the Communications Plan.
	Development of Tourism Plan which formally establishes a unique and compelling tourism identity.
	Delivery of a wayfinding signage strategy (RED funded project)
Culture & Recreation	Research and implementation of the Recreation Master Plan recommendations prioritized by Council as immediate priorities (pending).
	Creation of a Business Plan for the PRC to implement the revenue generating and cost cutting recommendations outlined in the Recreation Master Plan.
	Bike parking area planned for the west end of the downtown core near Water/Queen Intersection.
	Heritage conservation, and the impact of new development, to be reviewed and discussed through the Official Plan Review Process.
	Review space needs with the Stratford Police Service to determine if a tourism hub will be located in a downtown storefront or at Town Hall.
	Review and research of a request from the St. Marys Farmers Market for additional public washrooms in the Downtown Core.
	Draft "Forestry Management Policy" to be crafted and presented to Council.
	Fall 2017 education campaign for property owners backing onto Sparling bush, followed by surveying and property line delineation in 2018.
	Development of a draft community grant policy for implementation prior to the 2019 budget process.
Economic Development	Creation a land inventory of available industrial and commercial lands in St. Marys.
	Creation of a "Welcome to St. Marys" package for new businesses.

	Further integration of the Small Business Centre into the Town business retention and expansion program.
	Maintain existing business networking, celebration, and communications programs.
Housing	Study on best practices in policy approaches to encourage attainable housing pending from the Stratford Social Services Department. Will research and review these policy tools for recommendations to Council as a part of the Official Plan Review.
Infrastructure	Design and engineering of Wellington Street South in preparation for a 2020 OCIF To-Up application.
	Town Hall and Carnegie Library window replacement.
	Tender and construction of the St. George Street water reservoir.
	Develop a comprehensive schedule of condition assessments of Town facilities, and create a detailed 15-year capital plan.
	Various capital maintenance projects proposed for Town assets as a part of the 2018 draft capital budget for consideration.
	Completion of a municipal waste audit.

In addition to the priorities identified by staff, there are a number of outstanding resolutions of Council that relate back to advancing tactics in the strategic plan. In summary, these include:

Pillar	Direction of Council
Balanced Growth	Implement and operationalize the recommendations of the Perth4Youth Youth Based Strategic Plan
Culture & Recreation	Pursue a reciprocal use agreement with the school board (also recommended by the Recreation Master Plan).
	Develop a Terms of Reference for a Recreation Advisory Committee (also recommended by the Recreation Master Plan).
	Adopt a naturalized approach to grass maintenance for parkland assets (also recommended by the Recreation Master Plan).
	Implement and operationalize the recommendations of the Sparling Bush Management Plan
	Research and present a tree management policy and tree cutting by-law for the Town.
	Develop a Terms of Reference for a committee of Council dedicated to Public Art.
Housing	Investigating private public partnerships between municipalities and developers (Housing Pillar).
	Pursue the sale of 45 Thames Road for a residential use.
Infrastructure	Complete a waste diversion assessment to seek out possible new diversion programs, or modifications/enhancements to existing diversion programs.
	Develop strategies to implement the financing and funding recommendations outlined in the Asset Management Plan

Cross-referencing the two lists, there are the following common priorities identified:

- Implement and operationalize the Perth4Youth Youth Based Strategic Plan.
- Implement and operationalize the Sparling Bush Management Plan.
- Complete a waste diversion assessment to pursue new or enhanced waste diversion initiatives.
- Development of a tree management, or forestry management, policy.

Staff is now seeking direction from Council in regards to the identified priorities above. To help facilitate this discussion, staff would like to confirm:

- Are we on the right track for advancing Council's strategic plan?
- Which of the identified tactics and initiatives above should be placed before the others to ensure that they are completed?
- Are there any of the identified priorities/tactics/initiatives that Council believes have been advance far enough for now (i.e. maintain the steady state)?
- Are there any of the identified priorities/tactics/initiatives that should not be advanced in 2018 (i.e. what should we take of the list)?
- Are there any priorities/tactics/initiatives within the strategic plan that are not included above that Council believes should be added to the list? Where do they fit in?

SUMMARY

Significant progress has been made in 2017 in advancing Council's strategic plan. Staff is finalizing the first draft of the 2018 budget, along with their department's work plans for 2018.

This report has been presented to ensure that staff's and Council's priorities for advancing the strategic plan in 2018 are aligned. The preferred outcome of this discussion is an agreed upon list of the top strategic priorities that should be advanced in 2018.

FINANCIAL IMPLICATIONS

None at this time.

STRATEGIC PLAN

☒ This initiative is supported by the strategic plan as it advances the recommendation for regular monitoring and evaluation of Council's Strategic Plan.

OTHERS CONSULTED

Senior Management Team, Senior Leadership Team.

ATTACHMENTS

1. 2017 Strategic Plan Scorecard

REVIEWED BY

Recommended by the CAO



Brent Kittmer
CAO / Clerk