

FORMAL REPORT

To:	Chair Stratthdee and Members of Strategic Priorities Committee
Prepared by:	Brent Kittmer, CAO/Clerk
Date of Meeting:	21 November 2017
Subject:	CAO 42-2017 Discussion of 2018 Strategic Priorities

PURPOSE

The purpose of this report is for Council to continue their discussion from October 17, 2017 relating to strategic priorities for 2018. Staff is seeking direction from Council on which priorities should be advanced and receive specific attention within the 2018 calendar year.

RECOMMENDATION

THAT report CAO 42-2017 regarding 2018 strategic priorities be received for discussion and direction to staff.

BACKGROUND

On October 17, 2017 Council received report CAO 37-2017. This report presented the 2017 Strategic Plan Scorecard documenting the various initiatives completed in 2017 to advance the strategic plan. The report also asked Council to consider setting priorities for 2018 so that staff had direction on where to focus their work efforts. That discussion was not completed on October 17 and this report is presented as a means for Council to continue their discussion on 2018 priorities.

REPORT

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.

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.

Pillar	Priorities Identified by Staff
	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 and 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	Create 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

Pillar	Priorities Identified by Staff
	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

In addition to the above, during the brief discussion on October 17, 2017 Council identified the following as priorities for 2018:

- Develop Accessibility Standards for municipal assets based on Federal, Provincial, and other local resources.

- Identify the flood wall, dam, and Mill Race Island repairs in the next steps for 2018 and beyond.
- A Crisis Communication Strategy be developed that includes a Social Media Strategy for emergency situations.
- A review of the Committee Structure be undertaken. This review should include the purpose of each Committee, the skill sets needed for each committee, and training required for committee members.
- A review of funding opportunities be completed to ensure that projects and initiatives are in a state of readiness and align with the Strategic Plan.

Cross-referencing the three lists, there are the following common priorities identified and could form the list of top-priority projects for 2018:

- Implement and operationalize the Perth4Youth Youth Based Strategic Plan.
- Floodwall, dam, and mill race repairs.
- Development of an inclusion policy and accessibility standards.
- Ensuring granting readiness for municipal projects.
- 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?
- Should the tactics noted on the common list above 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 advanced 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

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