

| Type of Decision | | | | | | | | | |
|---|--------------------------|------------------|--|----|-----------------|------------------------|------|--------|--|
| Meeting Date | Friday, January 30, 2015 | | | | Report Date | Tuesday, January-27-15 | | | |
| Decision Required | X | Yes | | No | Priority | X | High | Low | |
| Direction | X | Information Only | | | Type of Meeting | X | Open | Closed | |
| Intro to Municipal Strategic Plan - Report #30/01/15/1204 | | | | | | | | | |

Subject:

A review of the Municipal Strategic Planning document created in 2013.

RECOMMENDATION:

That Council review the 2013 Strategic Planning document and recommend updates/changes to provide direction to staff for the next year(s).

WHEREAS a 2013 Strategic Plan was created which requires review and modification;

AND WHEREAS Council has provided direction to staff;

THEREFORE BE IT RESOLVED THAT the Council of the United Townships of Head, Clara & Maria does hereby agree to arrange a strategic planning session.

BACKGROUND/EXECUTIVE SUMMARY:

On Wednesday, June 19, 2013 Steve Seller of the Ministry of Municipal Affairs and Housing attended our offices to assist Council and staff through a process which was to be a starting point for the development of a Municipal Strategic Plan.

As a refresher for those who were here...

1. From - http://www.wordiq.com/definition/Strategic_planning

Strategic planning is a way to identify and move toward desired future states. It is the process of developing and implementing plans to reach goals and objectives. Strategic planning is applied primarily in military affairs (where it is called military strategy), and in business activities. Within business it is used to provide overall direction to a company (called strategic management), in financial strategies, in human resource/organizational development strategies, in information technology deployments, and to create marketing strategies, to name just a few applications. But it can also be used in a wide variety of activities from election campaigns to athletic competitions and strategic games such as chess. This article looks at strategic planning in a generic way so its content can be applied to any of these areas.

A good strategy will be:

- capable of obtaining the desired objective
- a good fit between the external environment and an organizations resources and core competency - It must be feasible and appropriate
- capable of providing the organization with a sustainable competitive advantage - It should be unique and sustainable
- dynamic, flexible, and able to adapt to changing situations
- sufficient on its own - i.e.: valuable without cross-subsidization

2. From Wikipedia...

Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. In order to determine the direction of the organization, it is necessary to understand its current position and the possible avenues through which it can pursue a particular course of action. Generally, strategic planning deals with at least one of three key questions:

1. "What do we do?"
2. "For whom do we do it?"
3. "How do we excel?"

In many organizations, this is viewed as a process for determining where an organization is going over the next year or—more typically—3 to 5 years (long term), although some extend their vision to 20 years.

The top items as determined by Council, staff and members of the public who participated are as follows:

| Overall Ranking | 2014 | 2015 | 2016 | 2017 | Total Votes (out of 10) | Rank |
|---|------|------|------|------|-------------------------|------|
| Review recycling program | 4 | 3 | 1 | 2 | 10 | 1 |
| Complete application for expansion of Bissett Creek waste site | 6 | 2 | 0 | 1 | 9 | 2 |
| Investigate municipal composting | 3 | 4 | 2 | 0 | 9 | 3 |
| Examine alternate sources of revenue | 2 | 3 | 0 | 4 | 9 | 4 |
| Mackey Park upgrades (walking trail) | 1 | 2 | 1 | 5 | 9 | 5 |
| Develop a communications strategy | 1 | 0 | 4 | 4 | 9 | 6 |
| Review staffing needs & opportunities | 1 | 4 | 2 | 1 | 8 | 7 |
| Review Boat Launch Infrastructure | 1 | 3 | 3 | 1 | 8 | 8 |
| Look into improved archival storage | 0 | 3 | 4 | 1 | 8 | 9 |
| Improve signage on buildings and parks | 0 | 2 | 5 | 1 | 8 | 10 |
| Update website | 5 | 2 | 0 | 0 | 7 | 11 |
| Review/add staff pension/benefits | 4 | 0 | 2 | 1 | 7 | 12 |
| Look at expanding wellness clinics – lobby the county | 1 | 1 | 3 | 2 | 7 | 13 |
| Lobby for changes to Municipal Elections Act – re: election of head of council. | 2 | 3 | 1 | 0 | 6 | 14 |
| Look into the erosion at Mackey Park | 2 | 2 | 0 | 2 | 6 | 15 |
| Economic Development Strategy | 1 | 0 | 1 | 4 | 6 | 16 |
| Municipal Marketing Strategy | 0 | 2 | 1 | 3 | 6 | 17 |

| | | | | | | |
|--|---|---|---|---|---|----|
| Maintain fiscal responsibility | 3 | 1 | 0 | 1 | 5 | 18 |
| Reviewing equipment needs of roads department/disposal sites | 2 | 0 | 1 | 2 | 5 | 19 |
| Investigating more community recreation/social programs | 0 | 1 | 3 | 1 | 5 | 20 |
| Beautification Program | 0 | 0 | 4 | 1 | 5 | 21 |
| Develop list of drivers/persons in need for transportation | 0 | 1 | 2 | 0 | 3 | 22 |
| By-law review (for enforcement purposes) | 0 | 1 | 0 | 2 | 3 | 23 |
| Settle ORNGE Contract | 1 | 0 | 0 | 1 | 2 | 24 |
| | | | | | | |

Options/Discussion:

1. Reaffirm the existing list;
2. Modify/amend the list;
3. Repeat part of the process undertaken in 2013;
4. Repeat all of the process;
5. Hold a strategic planning session with invited members of the community and perhaps recreation committee members. (As they already have shown an interest in their community.)

A marked copy showing status of current issues is included for your review and consideration.

Steve Seller from MMAH will come to assist if requested.

Financial Considerations/Budget Impact:

Nothing specific to date. Will provide Council direction for staff for providing information to Council and directing budget suggestions.

Policy Impact:

Provides policy direction to staff and the public.

Others Consulted:

| | |
|--|---|
| Approved and Recommended by the Clerk | |
| Melinda Reith, Municipal Clerk |  |

| | 2014 | 2015 | 2016 | 2017 | Total Votes (out of 10) | Rank |
|--|------|------|------|------|----------------------------------|------|
| Overall Ranking | | | | | | |
| Review recycling program | 4 | 3 | 1 | 2 | 10 | 1 |
| Complete application for expansion of Bissett Creek waste site - <i>work in process</i> | 6 | 2 | 0 | 1 | 9 | 2 |
| Investigate municipal composting | 3 | 4 | 2 | 0 | 9 | 3 |
| Examine alternate sources of revenue | 2 | 3 | 0 | 4 | 9 | 4 |
| Mackey Park upgrades (walking trail) | 1 | 2 | 1 | 5 | 9 | 5 |
| Develop a communications strategy | 1 | 0 | 4 | 4 | 9 | 6 |
| Review staffing needs & opportunities - <i>partially completed</i> | 1 | 4 | 2 | 1 | 8 | 7 |
| Review Boat Launch Infrastructure | 1 | 3 | 3 | 1 | 8 | 8 |
| Look into improved archival storage - <i>in process</i> | 0 | 3 | 4 | 1 | 8 | 9 |
| Improve signage on buildings and parks - <i>in process</i> | 0 | 2 | 5 | 1 | 8 | 10 |
| Update website - <i>Completed but ongoing</i> | 5 | 2 | 0 | 0 | 7 | 11 |
| Review/add staff pension/benefits - <i>Completed but requires review</i> | 4 | 0 | 2 | 1 | 7 | 12 |
| Look at expanding wellness clinics - <i>lobby the county - ?</i> | 1 | 1 | 3 | 2 | 7 | 13 |
| Lobby for changes to Municipal Elections Act - <i>re: election of head of council. partially</i> | 2 | 3 | 1 | 0 | 6 | 14 |
| Look into the erosion at Mackey Park | 2 | 2 | 0 | 2 | 6 | 15 |
| Economic Development Strategy | 1 | 0 | 1 | 4 | 6 | 16 |
| Municipal Marketing Strategy | 0 | 2 | 1 | 3 | 6 | 17 |
| Maintain fiscal responsibility - <i>ongoing - policies in place</i> | 3 | 1 | 0 | 1 | 5 | 18 |
| Reviewing equipment needs of roads department/disposal sites | 2 | 0 | 1 | 2 | 5 | 19 |
| Investigating more community recreation/social programs - <i>Completed but ongoing</i> | 0 | 1 | 3 | 1 | 5 | 20 |
| Beautification Program | 0 | 0 | 4 | 1 | 5 | 21 |
| Develop list of drivers/persons in need for transportation | 0 | 1 | 2 | 0 | 3 | 22 |
| By-law review (for enforcement purposes) - <i>.</i> | 0 | 1 | 0 | 2 | 3 | 23 |
| Settle ORNGE Contract - <i>In process</i> | 1 | 0 | 0 | 1 | 2 | 24 |