



TOWN OF MINTO

DATE: May 31, 2018
REPORT TO: Mayor and Council
FROM: Bill White, CAO/Clerk
SUBJECT: 2018 Strategic Plan Update

STRATEGIC PLAN:

Vision

A friendly, safe, affordable, family oriented rural community built on a foundation of respect, volunteerism, and prosperous business, and sustained by people who value neighbourliness, fairness and inclusiveness.

Mission

Provide cost effective and responsive local government through superior customer service, internal stability and efficiency, and promoting responsible economic growth, healthy lifestyles, and respect for the natural environment.

BACKGROUND:

August 11 2015 staff reported to Council on the status of the Strategic Plan adopted August 6, 2013. Council passed the following resolution

MOTION: COW 210-15

THAT Council receives the C.A.O. Clerk's report dated August 4, 2015 regarding Strategic Plan update and that a public meeting is scheduled September 15 to gather feedback into the effectiveness of the Plan, and to update, among other areas, improved electronic workflow that leads to more efficient work, the work of the municipal services corporation, and support for an aging community where feasible.

A public meeting was held September 15, 2015 and no persons attended to speak on the Strategic Plan. An excerpt from the minutes of that meeting is below:

b. Strategic Plan Two Year Review

Mayor Bridge called the meeting to order at 7:10 p.m. and asked those in attendance to sign the official record. Bridge asked that speakers state their name and as a courtesy to the number of people in attendance keep comments to five minutes or less. A group of five or more people should have two spokespersons or less, and speakers are to avoid repeating topics.

C.A.O. Clerk White stated notice was given in the Wellington Advertiser, Minto Express, and Town website with no comments received. He provided a brief PowerPoint presentation advising 40% of actions are complete or partly complete. Emerging issues like electronic workflow, municipal services corporation and aging population tie in to existing actions but could be new areas to pursue later. The 98 actions in the Plan could be reduced with future changes.

Chair Bridge called upon members of the public wishing to speak and no one came forward.

Chair Bridge stated that Council appreciates any feedback received regarding the Strategic Plan two year update. Comments on the Strategic Plan may be submitted at any time. The next formal review will be in no less than two years. Before making any significant changes to the Strategic Plan notice will be given. He adjourned the meeting at 7:26 p.m.

The strategic plan is an active document referenced in staff reports, considered during budget, profiled on the Town's website, and absorbed into the culture of the organization in the following ways (Section 13.0 Plan Implementation):

- 1) Identify plan structure in key presentations to the public and Council
- 2) Identify actions and initiatives in staff reports, consulting documents and similar to ensure decisions made are consistent with strategic initiatives.
- 3) Minor changes to the plan such as timing or priorities can be made without amendments, but amend the plan if a new initiative is identified and pursued.
- 4) Report on plan implementation annually to Council at budget or as needed.
- 5) No less than once every two years, hold public consultations on the Strategic Plan to assess level of impact and to update where necessary.
- 6) Re-evaluate every five years with full public consultation and facilitation removing completed initiatives and those that are not being pursued or are no longer relevant.

At its November 9, 2017 meeting the Economic Development and Planning Committee considered feedback from the Manager of Business and Economic Development regarding actions in the strategic plan that govern activities in that Department. Of the 98 actions in the plan, 50% relate to the Town's overall economic development activities. This means that half of the strategic actions in the plan were reviewed by the Committee in November and the following suggestions made:

Suggested Updates to Strategic Plan and Considerations

- Addition of Youth as a key area within the plan
- Youth initiatives take up a large amount of staff time – is this a priority area and if so over what?
- 8.0 – is tourism a priority?
- 8.4 – Consider our role as “doers” vs. “facilitators”
- 8.5 – Is snowmobiling a target?
- Change 8.9 – From “Attend successful tourism events outside of Minto to promote the Town, and continue to sit on regional tourism committees and increase networks” to “Increase networks across the region in areas related to the strategic plan”.
- Remove 8.11 – Work with local accommodators to facilitate family programming and specials to enhance the visitor experience
- See 12.1 – Committees vs. 12.6 Communications – Opportunity to use staff resources more effectively on communications vs. administration of committees (i.e. minutes).

Updates to the plan involving youth, events, regional tourism committee, and communication could be minor amendments to the plan, along with improved electronic workflow that leads to more efficient work, the work of the municipal services corporation, and support for an aging community where feasible identified in 2015. Reconsidering the Town's role in Tourism could be subject to further input and facilitation with the new Council.

The Recreation Services Manager work with Parks and Recreation Advisory Committee to clarify strategic initiatives in the area of physical literacy, customer service excellence in facility booking and program, and promotion of trails, new programs and facilities. Physical

literacy is a key recreation initiative where communities seek to ensure residents have the motivation, confidence, competence, and knowledge to engage in appropriate “physical activities for life”. The Committee supports clarifying a Recreation Master Plan initiative.

COMMENTS

Section 13.0 6) of the Strategic Plan suggests after five years a “full public consultation and facilitation” including removing completed or irrelevant initiatives in the Plan. The purpose of this report is to set a reasonable monitoring and implementation activity in 2018 considering there will be a new Council in place at years end.

Rather than hold a full facilitation in an election year it is suggested Council give notice of the few changes contemplated in Council’s August 11, 2015 resolution, the November 2017 Economic Development and Planning Committee and the May 2018 Parks and Recreation Advisory Committee meeting.

There are 98 Actions in the Strategic Plan in nine core business areas as per the following slide Council has seen before.



Strategic Direction

- Economic Development (12)
- Financial Strategy (8)
- Emergency Services and Health (10)
- Recreation and Facilities (9)
- Tourism and Culture (12)
- Planning and Development (13)
- Agriculture and Environment (12)
- Public Works (8)
- Governance and Leadership (13)
- Total = 98 40 (ST) 21 (MT) 3 (LT) 34(OG)



In 2015 Staff reported about 40% of the actions in the plan was on-going or complete. Staff did not do a similar analysis to identify a percentage of completed actions this year, but a few key initiatives in the strategic plan came to fruition since 2015 include the following:

1. In-migration programs 4.2 (Alumni Attraction, Filipino out-reach County Immigration)
2. Expand Community Improvement Plan 4.6 (new expanded plan approved Fall 2015)
3. Fair and transparent procurement 5.7 (new by-law purchasing bylaw 2017)
4. Innovative and visible means to communicate emergency matters 6.10 (Minto Fire; Town Social Media)

5. Trail Links in Partnership 7.2 (Acquire White's Junction Trail; link Palmerston-Harrison 2016-17)
6. Structural Grants in Community Improvement Plan 9.3 (Old Post Harriston, Brett Young Clifford, Former Mac's Palmerston 2016-17)
7. Environmentally Friendly Development 9.7 and urban forestry 10.2 (Tree Policy 2016)
8. Succession Plan 12.7 (considered in 2017)

In addition to the above there are many actions in the strategic plan "completed or on-going" in 2015 that saw considerable progress such as Public Works vehicle replacement plan, grants for infrastructure projects, innovative recreation and facilities initiatives (centralized booking, after school program), enhancing Minto Fire, streamlined community development initiatives (industrial park, Ann Street), Source Water Protection, electronic meetings and numerous economic development initiatives in agriculture and other areas. A new water bylaw and new waste water bylaw govern activities in these key areas, and updates to winter control policies pending. Council and staff have diligently followed the strategic plan. The Recreation Department instigated central booking and is starting an after school program.

It is suggested a public meeting be held June 19 to seek feedback into the following specific minor changes to the strategic plan as contemplated in 2015 when Council looked at the document and in 2017 when Economic Development and Planning did the same:

- a. Amend overall guiding Recreation and Facilities Action to include physical literacy.

7.0 Maintain and enhance recreation opportunities to **increase physical literacy** to benefit persons of all ages and abilities using existing well maintained parks and facilities, and ensure the location, supply and availability of major facilities considering ~~the~~ cost as well as community development benefits.

- b. Amend Section 7.4 regarding trail promotion

7.4 Promote and pursue in partnership with trail groups and landowners a trail link from Palmerston to Harriston to Clifford, and develop additional trails, paths and walking tours throughout each area to link parks, natural and historic areas. **Promote awareness of local trails through association membership, brochures and website.**

- c. Amend Section 7.7 to recognize need for a Parks, Recreation and Facilities Master Plan.

7.7 Develop design plans in consultation with the public, for urban areas that link parklands, trail systems, facilities and identify future works needed to improve recreation infrastructure. **Complete a Parks, Recreation and Facilities Master Plan to assist with overall planning within a 5 to 10 year scope.**

- d. Amend Section 7.9 to include asset management provisions.

7.9 Upgrade community facilities to ensure access is available for persons of all abilities in compliance with applicable regulations keeping in mind community need, affordability and standards for communities of similar size. **Utilize asset management**

principles when planning for community facility upgrades.

- e. Amend Section 8.5 regarding “facilitation” versus “running” events and remove “snowmobiling families”

8.5 Support development of year round tourism product such as ~~targeting snowmobiling families~~, winter sport tournaments, cultural celebrations and events including those related to Christmas and the holiday season, and where appropriate organize and run, in partnership with local groups, a limited number of annual events that celebrate downtown activities, cultural attractions and community celebrations.

- f. Include specific action regarding youth initiatives by replacing Section 8.9 reference to regional tourism committee

8.9 Support programs that promote and develop youth activities such as a Youth Action Council in partnership with health and wellness agencies, other municipal committees and similar interest groups where appropriate.

- c. Replace Section 8.11 referring to local accommodators as recommended by Planning and Economic Development Committee with new section referring to activities related to seniors.

8.11 Support programs that encourage active and engaged seniors, and support development of facilities and programs that required for an aging community in partnership with private business, non-profits and other government organizations.

- g. Add in municipal services corporation to governance section 12.1

12.1 Implement the strategic plan in consultation with the community at all times, and draw on the volunteers, private business, non-profit groups and key individuals to assist and promote strategic goals. Operate the Town owned municipal service corporation to facilitate on-going operation of the Harriston Lion’s Medical Centre and other economic development goals of the municipality.

- h. Amend 12.13 to reflect electronic meetings, registrations and filing

12.13 Ensure savings in time and cost as well as efficiencies are achieved using online or electronic registrations, electronic meeting formats for Council and standing committee where possible, standardized electronic filing using recognized municipal formats such as TOMRMS and in communication material by coordinating internal and external vehicles such as web sites, media relations, newsletters, bulletin boards, and printed guides.

- i. Amend 13.0 6) to allow each new Council to review Strategic Plan

6) Re-evaluate the plan every five years or with every new Council following a municipal election with full public consultation and facilitation removing completed initiatives

and those that are not being pursued or are no longer relevant.

FINANCIAL CONSIDERATIONS:

The Strategic Plan guides on-going initiatives in the Town and in particular major budget directions and expenditures.

RECOMMENDATION

That Council receives the C.A.O. Clerk's report dated May 31, 2018 regarding 2018 Strategic Plan update, that a public meeting is scheduled June 19 regarding specific amendments to sections 7.0, 7.4, 7.7, 7.9, 8.5, 8.9, 8.11, 12.1, 12.13 and 13.06 of the Strategic Plan outlined in the report, and that following any amendments adopted July 3, 2018 the amended Strategic Plan be referred to the next Council for comprehensive review.

Bill White, C.A.O. Clerk