




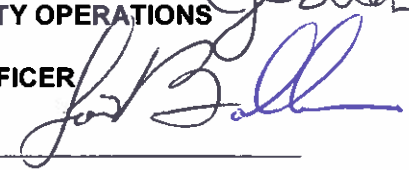

TO: GENERAL COMMITTEE

SUBJECT: CITY COUNCIL 2010-2014 STRATEGIC PLAN

PREPARED BY AND KEY CONTACT: C. GLASER, DIRECTOR COMMUNICATIONS AND INTERGOVERNMENTAL AFFAIRS – INTERIM, EXT. 4373 

SUBMITTED BY: C. GLASER, DIRECTOR COMMUNICATIONS AND INTERGOVERNMENTAL AFFAIRS – INTERIM 

GENERAL MANAGER APPROVAL: E. ARCHER, GENERAL MANAGER OF CORPORATE SERVICES 
R. FORWARD, GENERAL MANAGER OF INFRASTRUCTURE, DEVELOPMENT & CULTURE 
J. SALES, GENERAL MANAGER OF COMMUNITY OPERATIONS 

CHIEF ADMINISTRATIVE OFFICER APPROVAL: JON M. BABULIC, CHIEF ADMINISTRATIVE OFFICER 

RECOMMENDED MOTION

1. That the Vision, Goals and Strategies described in Appendix A of Staff Report CIA001-11 be approved as the Strategic Plan for the 2010 – 2014 term of Council.

PURPOSE & BACKGROUND

2. In 2003, the City of Barrie completed a 20 Year Plan - Foundation for our Future. The purpose of the Plan was to establish a 20-year community vision and goals. It was also intended to guide the creation and implementation of municipal activities to ensure the City's efforts would contribute to the community vision and goals. Concurrently, and since 2003, the City has prepared and finalized approximately 40 long range studies and master plans to guide the form, level and scope of various municipal services in response to community growth and, in part, to reflect the community vision and goals. These studies and plans describe among other information, current capacities and future recommendations for growth and expansion of the respective services and infrastructure included in the reports. Examples of the services and infrastructure documented in these long range plans and studies include transportation, drainage, recreation, culture, secondary plans, and water and wastewater servicing.
3. The Executive Management Team at the City of Barrie recognizes that the realization of the 20 Year Plan, or successfully implementing the results of long range studies and master plans, depends on several factors. A key factor is a choice by Council to select a limited number of goals and related strategies that identify particular outcomes it wants to achieve, or at least make progress toward achieving, during its term. In this context, there are two important components:
 - a) Selecting goals and strategies – these establish Council's areas of importance and signify its intention to focus on achieving specific goals using a particular set of strategies. Selecting goals and strategies acknowledges that Council cannot be "all things to all people" and needs to focus its efforts.
 - b) Building plans to implement the strategies – the City's annual business planning process is the vehicle for identifying the specific resources, timing and amount of funding required

for implementing the strategies. This could include short, medium and long term projects that span one or more years and/or terms of Council.

4. A project to establish a Strategic Plan for the 2010-2014 term of Council was initiated in September 2010 by staff. The overall objective of the project was to have City Council develop strategic direction over the next four years to guide its decision making and assist staff with building realistic, affordable and achievable action plans that reflect Council's strategic direction.

ANALYSIS

5. There are many approaches to strategic planning. Given that the City of Barrie has accomplished many of the key components for the creation of a strategic plan, namely the 20 Year Plan - Foundation for our Future and the various long range studies and master plans, the approach adopted by the City acknowledges these existing components and focuses efforts on validating and completing the missing pieces.
6. The project steps taken in completing Council's Strategic Plan project included:
 - a) Council review of the existing community vision and goals to ensure their effectiveness in describing the City's future or ideal state,
 - b) Council development of strategic approaches for the vision and goals to define how components of the ideal state can be achieved,
 - c) Staff alignment of short, medium and long term action items for each strategic approach and developing plans for successful implementation over the 4 years and beyond, and
 - d) Staff monitoring success of the plans and soliciting feedback on implemented processes/activities to ensure intended results are achieved.

Two strategic planning sessions were held with members of Council. The first, an all day session was held on December 11, 2010 and the second, a half day session occurred on February 12th, 2011.

7. At its meeting of December 11th, members of Council reviewed the City's existing community vision and provided a long list of words and phrases that captured the essence of their vision for Barrie. Staff reviewed the list of words and phrases received from Council and provided two draft vision statements for Council's consideration at the February 12th meeting. Based on comments received at this meeting, a revised City vision was developed.

City Vision

The City of Barrie will be progressive, diverse and prosperous with opportunities for all citizens to build a healthy and vibrant community.

This revised vision for the City is a forward-looking, clear and concise statement that recognizes among other factors, the importance of community involvement, success, variety and open-mindedness as essential components of an ideal state for the City.

8. At its meeting of December 11th, members of Council reviewed the City's community goals established in 2003 as well as the strategic priorities from the previous 2006-2010 term of Council. With the desired outcomes of the revised City vision in mind, Council identified five key areas of focus and translated these focus areas into five general goals for the City. These five goals were further reviewed and revised at the February 12th meeting.

Council Goals

Direct and Manage Economic Development

Manage Growth and Protect the Environment

Strengthen Barrie's Financial Condition
Create a Vibrant and Healthy City Centre
Improve and Expand Community Involvement and City Interactions

The five goals identified by Council represent key areas of focus for the City during this term of Council. The goals, which place importance on economic development, growth, the environment, financial condition, the city centre, community involvement and city interactions will guide the strategic direction of the City and assist in its realization of all or part of the City's vision.

9. Strategies are the necessary links from the vision and goals to the action plans, and define how desired outcomes in the vision and goals can be achieved. At its December 11th meeting, members of Council discussed each of the five goals and developed strategies for each goal. These strategies, further reviewed and revised at the February 12th meeting are the basis for describing how components of the vision and goals will be realized during the 2010-2014 term. Appendix A to this report provides a list of the strategies as they correspond to each goal. A total of 20 strategies were developed by Council. A sampling of these strategies include strategic activities such as diversifying revenues, developing a customer service strategy, promoting the downtown and waterfront, bringing new employment lands to market, and attracting sector clustering.
10. A series of potential action items, to realize the desired outcomes of Council's draft goals and strategies were identified by staff and presented to Council at its meeting of February 12th. Data derived from the City's existing master plans and long range studies, including the 10 year capital plan were used to develop the potential action item lists. These were presented as "potential" action items to illustrate how staff could translate Council's strategies into concrete action, but the actual list of projects and initiatives would be presented as part of the annual Business Plan. For example, upon ratification of the recommended vision, goals and strategies in Council's Strategic Plan, approval of the 2011 Business Plan (anticipated on April 4, 2011) will confirm the projects and action items to be initiated in 2011 (refer to Appendix B).
11. Council's Strategic Plan was developed in a manner that could be readily understood by staff and the public. A communications campaign will be developed by staff to ensure awareness and understanding of Council's Strategic Plan exists both with the public and with staff. The communications campaign will include advertisements in print (local newspapers, posters, wall plaques, brochures, banners), online (City's external website and social media sites), and broadcast (local radio and TV stations) mediums. Appendix C to this report provides a listing of the specific items to be included in the communications campaign.
12. Council will be able to evaluate the success of its Strategic Plan using a series of performance indicators. It is anticipated that staff will monitor and report progress on a quarterly basis either through memorandums, presentations and/or staff reports to Council. Strategic Plan information will also be communicated across the corporation and the public in accordance with the communications campaign.

ENVIRONMENTAL MATTERS

13. Of the five goals identified by City Council in the Strategic Plan, one entitled 'Manage Growth and Protect the Environment' establishes protection of the environment as a priority and area of strategic focus during the 2010-2014 term of Council. This goal, as with other four goals in the Strategic Plan will be supported by a series of strategies and action plans that will describe and demonstrate Council's intent in realizing their implementation.

ALTERNATIVES

14. There are two alternatives available for consideration by General Committee:

Alternative #1

General Committee could choose to not approve the vision, goals and strategies, as discussed and established in the December 11, 2010 and February 12, 2011 Council strategic planning sessions and presented in Appendix A.

This alternative is not recommended as it would result in City Council and staff not having a strategic plan to guide the planning and direction of the corporation over the next four years. The previous strategic priorities were devised by the 2006-2010 City Council and are no longer in effect with the current 2010-2014 Council.

Alternative #2

General Committee could alter the proposed recommendation by choosing to have public consultation on all or components of the recommended vision, goals and strategies of Council's 2010-2014 Strategic Plan, as presented in Appendix A.

This alternative is not recommended as members of Council are elected to represent their constituents. Extensive public consultation if incorporated into the strategic planning process, would delay finalization of Council's Strategic Plan and the opportunity to have approval of the vision, goals and strategies in place prior to consideration of potential action items/projects included in the 2011 Business Plan and Budget (anticipated for approval on April 4, 2011).

FINANCIAL

15. The Strategic Plan project was initiated by staff in the fall of 2010. The total direct cost of the strategic planning process, excluding staff time, is approximately \$10,600. The majority of these funds (\$7,800) were included in the 2010 Communications and Intergovernmental Affairs operating budget. The balance, and the estimated \$20,000 cost of the communications campaign that would be implemented in 2011, are in the department's operating budget and included as part of the draft 2011 Business Plan.
16. Indirectly, the Strategic Plan influences judgments about the level and extent of municipal spending that will occur over the next four years. Typically, these judgments would be reflected in Council's decisions about the budgets approved as part of the annual Business Plan throughout its term.

LINKAGE TO COUNCIL STRATEGIC PRIORITIES

17. The 2010-2014 Council Strategic Priorities have not been established as of the time of writing of this report.

APPENDIX "A"

RECOMMENDED VISION, GOALS AND STRATEGIES FOR THE

2010-2014 COUNCIL STRATEGIC PLAN

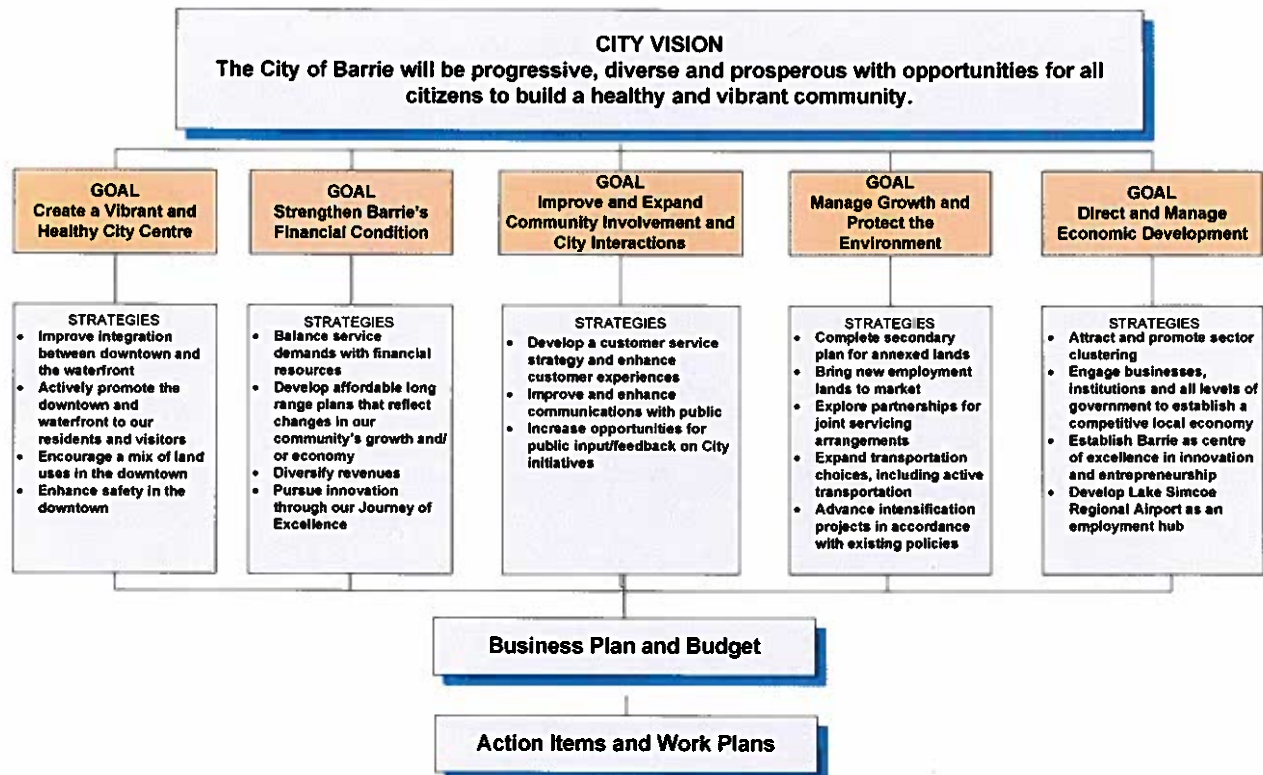
City Vision The City of Barrie will be progressive, diverse and prosperous with opportunities for all citizens to build a healthy and vibrant community.	
Council Goals	Council Strategies
Direct and Manage Economic Development	<ol style="list-style-type: none"> 1. Attract and promote sector clustering 2. Engage businesses, institutions and all levels of government to establish a competitive local economy 3. Establish Barrie as a centre for excellence in innovation and entrepreneurship 4. Develop the Lake Simcoe Regional Airport as an employment hub
Manage Growth and Protect the Environment	<ol style="list-style-type: none"> 1. Complete the secondary plan for the annexed lands 2. Bring new employment lands to market 3. Explore partnerships for joint servicing arrangements 4. Expand transportation choices, including active transportation 5. Advance intensification projects in accordance with existing policies
Strengthen Barrie's Financial Condition	<ol style="list-style-type: none"> 1. Balance service demands with financial resources 2. Develop affordable long range plans that reflect changes in our community's growth and/or economy 3. Diversify revenues 4. Pursue innovation through our Journey of Excellence
Create a Vibrant and Healthy City Centre	<ol style="list-style-type: none"> 1. Improve integration between the downtown and the waterfront 2. Actively promote the downtown and waterfront to residents and visitors 3. Encourage a mix of land uses in the downtown 4. Enhance safety in the downtown
Improve and Expand Community Involvement and City Interactions	<ol style="list-style-type: none"> 1. Develop a customer service strategy and enhance customer experiences 2. Improve and enhance communications with public 3. Increase opportunities for public input/feedback on City initiatives

APPENDIX "B"

STRATEGIC PLANNING AND RELATIONSHIP TO

THE BUSINESS PLAN

STRATEGIC PLANNING



APPENDIX "C"

COMMUNICATIONS CAMPAIGN

Communications Mediums	Marketing and Promotional Items	Estimated Costs
Print	Newspaper Advertisements <i>both local newspapers</i>	\$2,700
	50 Wall Plaques <i>located in City facilities (meeting rooms, hallways, offices of senior leadership)</i>	\$5,000
	2,000 Postcards <i>Distributed at City facilities</i>	\$2,500
	5 Stand-Up Portable Banners <i>one for each goal</i>	\$7,500
Online	Facebook Advertisements	\$500
	City of Barrie Website <i>articles, documents</i>	n/c
Broadcast	Radio Advertisements <i>two weeks on 4 local stations</i>	\$1,800
	TOTAL	\$20, 000