
TO: **GENERAL COMMITTEE**

SUBJECT: **COUNCIL STRATEGIC PRIORITIES 2018 - 2022**

WARD: **ALL**

PREPARED BY AND KEY CONTACT: **C. HARRIS, MANAGER MARKETING & COMMUNICATIONS, EXT. 4714**

SUBMITTED BY: **R. JAMES-REID, EXECUTIVE DIRECTOR ACCESS BARRIE, EXT. 4462**

CHIEF ADMINISTRATIVE OFFICER APPROVAL: **M. PROWSE, CHIEF ADMINISTRATIVE OFFICER**

RECOMMENDED MOTION

1. That the Strategic Priorities and Goals outlined in Appendix "A" of Staff Report ACC001-19 be approved for the 2018 – 2022 Term of Council.

PURPOSE & BACKGROUND

2. Following each Municipal election, the newly elected Council has established a four year Strategic Plan that identifies their top priorities and supporting goals for the Term of Council.
3. A similar initiative was established to develop a Strategic Plan for the 2018 – 2022 Term of Council, following the municipal election in October 2018. The goal of the initiative was to have Council develop strategic direction over the next four years to guide its decision making and assist staff with building realistic, responsible and achievable action plans that advance Council's strategic direction.

ANALYSIS

4. At a facilitated session held on December 8, 2018, members of Council and senior staff discussed several key issues Councillors heard while campaigning including affordable housing, the opioid crisis, community safety, road safety, innovation, and customer service. Various long-range studies and master plans were also considered in developing the following five priorities that will guide the strategic direction for the City over the next four years.
5. The following five priorities for the 2018-2022 Term of Council are:
 - a) Growing our economy;
 - b) Fostering a safe and healthy city;
 - c) Building strong neighbourhoods;
 - d) Offering innovative and citizen driven services; and
 - e) Improving the ability to get around.

6. These five priorities represent key areas of focus for the City of Barrie during this Term of Council. At the December 8 session, members of Council also discussed supporting goals for each of the priorities, which were further reviewed and refined by senior staff to provide clear direction on how the City will work towards achieving Council's Strategic Plan. There are a total of seventeen goals supporting the priorities.



7. Staff developed departmental objectives for each of Council's strategic priorities. These objectives are a sample of the projects that may be undertaken to support Council's Strategic Priorities and to achieve the established goals. Appendix "A" to this Report provides a sample of the corporate objectives as they correspond to each priority.
8. Following Council's final approval of the Strategic Plan and goals, staff will develop short, medium and long-term departmental action plans that will support the successful implementation of Council's Strategic Plan. This will also include the development of key performance indicators and monitoring the success of the plans. Progress on Council's Strategic Plan will be included in annual reports and the Business Plan and Budget.
9. A comprehensive communications and marketing plan will be developed using a variety of tools for the launch of the 2018 – 2022 Council Strategic Plan, including, This Week in Barrie, social media, Barrie.ca, radio advertisements and updating the display boards throughout City Hall (in the meeting rooms and public spaces), city facilities and community centres.
10. Reference to Council's Strategic Priorities will be added to future staff reports to ensure they are at the forefront of awareness and that recommendations are linked to the Priorities.

ENVIRONMENTAL MATTERS

11. There are no environmental matters related to the recommendation.

ALTERNATIVES

12. The following alternatives are available for consideration by General Committee:

Alternative #1 General Committee could alter the proposed Strategic Plan and/or its associated goals.

This alternative is available to General Committee. Staff have developed the proposed 2018 – 2022 Council Strategic Plan based on discussions from the December 8, 2018 session with respect to setting priorities for the term.

FINANCIAL

13. Costs for projects and initiatives relating to Council's Strategic Priorities will be brought forward for Council's consideration as part of the annual budget deliberations.
14. The cost of the marketing and communications plan for the roll-out of the 2018 – 2022 Council Strategic Plan is included within Access Barrie's 2019 budget.

APPENDIX “A”

2018-2022 Strategic Priorities, Goals & Sample Corporate Objectives

Council Strategic Priority	Goals	Sample Corporate Objectives
Growing our economy	<ul style="list-style-type: none"> - Make it easy to do business - Help businesses grow - Help create more stable and diverse jobs 	<ul style="list-style-type: none"> - Expand outreach and engagement with business community - Streamline investment services - Help businesses attract and retain a talented workforce - Foster entrepreneurship and grow Barrie's start-up community - Align planning policy with employment trends and land use - Invest in tourism - Develop a sports tourism strategy - Continued integration of the Small Business Centre with the Sandbox, aligning with the entrepreneurship ecosystem at the City and surrounding region - Foster partnerships - Support the growth of the Downtown Creative Corridor through targeted investment in key projects and programs such as a permanent market and the Fisher Auditorium and Event Centre.
Fostering a safe and healthy city	<ul style="list-style-type: none"> - Collaborate to address social issues, especially homelessness and the opioid crisis - Get more affordable housing built - Promote recreation opportunities for all ages & abilities - Build a greener Barrie 	<ul style="list-style-type: none"> - Development of a Community Safety and Well-being Plan - Community risk reduction through a proactive approach to fire protection focused on public education and prevention initiatives - Planning for community wellness and the Healthy Barrie initiative - Update planning policies and by-laws to encourage affordable housing - Complete multi-modal transportation master plan including the trails master plan - Plan for new community/recreation facilities to support growth - Develop Barrie's outdoor sports amenities - Expand the community garden program - Continue energy management initiatives across all city facilities to reduce energy consumption and greenhouse gas emissions - Expand community outreach to educate residents on how they can help reduce waste and protect the environment
Building strong neighbourhoods	<ul style="list-style-type: none"> - Create great public spaces 	<ul style="list-style-type: none"> - Continue to develop neighbourhood approach for delivering recreation services - Update Urban Design guidelines

	<ul style="list-style-type: none"> - Build walkable, diverse neighbourhoods that encourage community connections - Grow responsibly 	<ul style="list-style-type: none"> - Build and maintain year-round community hubs, parks and facilities that are welcoming and accessible to all residents - Expand events hosted in neighbourhoods throughout Barrie - Work with Seniors Advisory and Accessibility Advisory Committees to advocate for greater accessibility in downtown businesses - Implement wayfinding and new signage in the downtown and waterfront areas, to create strong links between the waterfront, Meridian Square, and the downtown creative corridor - Create public art master plan - Balance growth and renewal needs - Undertake landfill capacity analysis - Implement technology solutions to create and support capacity for growth
Offering innovative and citizen driven services	<ul style="list-style-type: none"> - Use technology to deliver services more effectively - Achieve customer service excellence - Inspire community participation - Make tax dollars go further 	<ul style="list-style-type: none"> - Implement a Citizen Experience Management (CEM) system to optimize and track citizen requests and interactions - Expand services offered by Service Barrie - Give people more online options - Leverage systems including APLI to optimize self-service - Implement electronic billing for taxes and water billing - Use of GIS, firehouse and mobile devices to complete building pre-plans for emergency response, door to door fire prevention and inspection activities. - Continue to implement new transit technologies to better serve transit customers - Ensure City services and facilities are accessible and responsive to citizen's needs - Support a culture of continuous improvement, innovation and cross-departmental communication - Provide multiple opportunities to engage residents throughout major planning and construction projects - Continue to seek alternative funding sources, partnerships and new event/programming opportunities to maximize revenue
Improving the ability to get around	<ul style="list-style-type: none"> - Increase transportation options - Support connected transportation - Create safer streets 	<ul style="list-style-type: none"> - Continue to improve public transit to maximize ridership, encourage long-term growth and provide access across Barrie - Develop a Parking Strategy to maximize use of City-owned lots - Continue to improve road conditions throughout Barrie for all users (drivers, bikers etc.) - Address road and sidewalk connections during Draft Plan processing - Promote Integration between land use planning and transportation



		<ul style="list-style-type: none">- Improve roads and sidewalks to increase year-round accessibility and safety- Analyze photo radar options for school zones and community safety zones once regulations are introduced by Province to provide operational parameters- Continuously monitor road safety and implement improvements- Implement highest priority road widening projects in the Master Plan and Capital Plan (e.g. Mapleview Drive)- Implement new roads (e.g. Harvie/Big Bay Point Crossing, Bryne Drive and associated transportation network improvements)
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