



# Strategic Planning Priorities

March 26

# 2015

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A process to consult with stakeholders to identify and set community priorities to govern Council and staff actions and activities into the future. Public Meeting held Saturday, March 28, 2015 – 10:00 h at the Stonecliffe Community Centre.

A working  
document to  
set Council  
Priorities

# Strategic Planning – Priorities 2015

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## INTRODUCTION

March 28 is the first meeting to review Council/Municipal performance and the municipal Strategic Priorities for this new Council. This first session is a public meeting which will begin at 10:00.

At this meeting we will review the list of strategic priorities created in 2013, the SWOT analysis and the Council/Municipal report card making a list to circulate for feedback throughout the municipality and with staff.

Pending Council's direction, public consultation through survey, Newsletter article and stakeholder meetings might be considered.

The next step is to consult with staff to prioritize the list for 2015 moving forward using techniques which will determine which items are most important to the most people setting timelines for future action.

The final step of this component is to present the list of priorities to Council at a future meeting for final approval.

Questions for consideration include:

- What, in your mind, are the municipality's strengths, weaknesses, opportunities and threats?
- Where do you see the municipality in 2 years? 5 years? 20 years?
- What can/must we do today to affect that vision?

## DEFINITIONS

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.

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.

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.

In a true Strategic Planning process, priorities are then linked to the budget, department budgets and ultimately individual performance objectives. Due to the size of our municipality time spent on these activities is more an administrative burden and serves little purpose.

Instead a **list of project priorities** will direct staff in moving forward. The approved priorities will direct the budget process at a high level but will not trickle down to performance appraisals. Many goals are outside the influence of any one individual in a small municipality and administration such as ours.

A caveat when brainstorming and creating new opportunities for the future of HCM; staff are currently time strapped and have complete work loads. Any new projects or policy direction will require amendments to current staff time demands and/or require changes to staffing levels.

## **HCM MISSION AND VISION STATEMENTS**

HCM Mission: At your service; working effectively to bring together people, partnerships and potential for a strong, connected community.

HCM Vision: Providing a healthy, connected, and sustainable community teeming with possibilities for our citizens now and into the future.

## 2013 PRIORITY UPDATE

Suggestions include...

1. Review Recycling Program (Keeps falling off to-do list due to conflicting priorities.) – 2015
  - Cost analysis of providing the service ourselves.
  - Use available resources – Joe Hall/Service Excellence Group and/or Cambium to compile a list of alternatives.
2. Complete application for expansion of Bissett Creek waste site – 2015
  - Follow up with Cambium staff to ensure that the application is processed as soon as possible.
  - Provide requested information to Cambium as soon as requested. Use other staff to research/obtain information from files.
3. Investigate municipal composting (Keeps falling off to-do list due to conflicting priorities.) – Begin in 2015
  - Use available resources – Joe Hall/Service Excellence Group and/or Cambium to compile a list of alternatives.
4. Examine alternate sources of revenue – requires more direction from Council – ?
5. Mackey Park upgrades (walking trail) – requires more direction from Council – ?
6. Develop a communications strategy – requires more direction from Council – ?
7. Review staffing needs & opportunities - 2015
  - Prepare a report to Council considering whether we can combine the Roads and Disposal Site jobs upon retirement of current staff. Can one person do the job? Work with current staff.
  - Consider providing some contracted services in house.
  - Research opportunities and prepare a report for changing the Admin Assistant job description to accommodate newly downloaded responsibilities again with a goal of changing upon retirement of incumbent.
8. Review Boat Launch Infrastructure –?
  - Bring this issue to the Recreation Committee to consider options for improvements of boat launch infrastructure as well as parks and municipal grounds.
9. Look into improved archival storage – Begin in 2015
  - Add this issue to budget for 2016.

- Some options have been considered. This issue will require special funding as options consider new spaces which are fire, heat, water and theft safe or offsite storage.
10. Improve signage on buildings and parks – ongoing
- Meet with staff to compile a list of signs required, order them and install. They are budgeted for.
11. Update website – ongoing
- Continue as is.
12. Review/add staff pension/benefits
- Completed.
13. Look at expanding wellness clinics – lobby the county
- require more direction from Council – ?
14. Lobby for changes to Municipal Elections Act – re: election of head of council. – To begin in 2015
- Complete research and prepare a resolution for Council consideration to be passed to other municipalities for support by the September meeting.
15. Look into the erosion at Mackey Park – ?
- Will have to hire an environmental agency to review the situation and provide recommendations.
  - Needs to be budgeted for in 2016.
16. Economic Development Strategy – require additional direction from Council. – ?
- Would require input from council, the public and other stakeholders.
  - Consult with the County Ed/Dev rep for our area.
  - Contact Allistar Baird to request assistance and guidance.
17. Municipal Marketing Strategy – requires additional input from Council - ?
- Purchase updated brochures for circulation in 2015.
  - This is another issue which repeatedly falls off the to-do list simply due to the time commitment and complexity. Staff are not trained in this and would need to spend considerable time researching and preparing.
  - Some components have been completed – sweaters, pens, highlighters, social media.
  - Hire a firm to prepare a long term plan?
  - Would need to be added to budget for 2016 or have funds removed from reserves.

18. Maintain fiscal responsibility - 2015

- Continuous and ongoing. (Not sure this is appropriate for a Strategic plan but instead general policy.)

19. Reviewing equipment needs of roads department/disposal sites – 2015

- During employee meetings arrange for a thorough review of needs/resources/current assets.
- Complete this process while reviewing staffing issues.

20. Investigating more community recreation/social programs - 2015

- Continue to provide notice of funding opportunities to the Recreation Committee
- Continue to provide administrative support to the recreation committee

21. Beautification Program – Requires more direction from Council

22. Develop list of drivers/persons in need for transportation – 2015

- Delegate this task to Gayle or a volunteer
- Advertise in all upcoming Newsletters
- Prepare a script for student volunteers and have them conduct a phone survey over the March Break of those willing to drive, those requiring services

23. By-law review (for enforcement purposes) – ?

24. Settle ORNGE Contract – 2015

- A request for a deputation has been sent to County staff. It will be followed by a request for information from ORNGE.
- A report will then be brought to Council for consideration and decision – hopefully by May but depending on County staff scheduling.

## HOW DID WE DO ON 2013'S PRIORITIES?

Overall Ranking	2014	2015	2016	2017	Total Votes (out of 10)	Rank	Status
Review recycling program	4	3	1	2	10	1	Not initiated
Complete application for expansion of Bissett Creek waste site	6	2	0	1	9	2	In progress
Investigate municipal composting	3	4	2	0	9	3	In progress
Examine alternate sources of revenue	2	3	0	4	9	4	In progress
Mackey Park upgrades (walking trail)	1	2	1	5	9	5	Not initiated
Develop a communications strategy	1	0	4	4	9	6	Informal but in progress
Review staffing needs & opportunities	1	4	2	1	8	7	Partially completed – in progress
Review Boat Launch Infrastructure	1	3	3	1	8	8	Not initiated
Look into improved archival storage	0	3	4	1	8	9	Preliminary
Improve signage on buildings and parks	0	2	5	1	8	10	Completed
Update website	5	2	0	0	7	11	Completed
Review/add staff pension/benefits	4	0	2	1	7	12	Completed
Look at expanding wellness clinics – lobby the county	1	1	3	2	7	13	Not initiated
Lobby for changes to Municipal Elections Act – re: election of head of council.	2	3	1	0	6	14	Not initiated
Look into the erosion at Mackey Park	2	2	0	2	6	15	Not initiated
Economic Development Strategy	1	0	1	4	6	16	Not initiated
Municipal Marketing Strategy	0	2	1	3	6	17	Informal – but steps taken
Maintain fiscal responsibility	3	1	0	1	5	18	Continuous and ongoing
Reviewing equipment needs of roads department/disposal sites	2	0	1	2	5	19	Completed
Investigating more community recreation/social programs	0	1	3	1	5	20	In progress - ongoing
Beautification Program	0	0	4	1	5	21	Pending - Needs direction
Develop list of drivers/persons in need for transportation	0	1	2	0	3	22	Background info gathered – work in process
By-law review (for enforcement purposes)	0	1	0	2	3	23	Not initiated
Settle ORNGE Contract	1	0	0	1	2	24	Work in process

## WISH LIST ITEMS FROM 2013 PUBLIC MEETING

1. Fire equipment to be housed in trailers, one each per community; - **no action taken**
2. Equipment and programming for increased fitness sessions; - **this was referred to the Recreation Committee**
3. Ceiling mount projector, laptop and sound system for the hall; - **Completed**
4. Upgrades to the municipal and garage septic systems; - **no action taken – added to budget priorities for 2016**
5. Enhancements to Old Mackey park in the form of a covered structure which could support cooking and washing for increased usage; - **might conflict with local businesses?**
6. Potential hiring of a student to monitor the park usage; - **not sure there is a need**
7. The construction of a patio at the back of the hall; - **deferred**
8. High Speed internet service; - **investigated but not possible with current providers and technology**

## SWOT ANALYSIS

A SWOT Analysis is a strategic planning tool used to evaluate the Strengths, Weaknesses, Opportunities, and Threats involved in a project or in a business venture. Strengths and weaknesses are internal to an organization. Opportunities and threats originate from outside the organization. A SWOT analysis, usually performed early in the project development process, helps organizations evaluate the environmental factors and internal situation facing a project.

Strengths and weaknesses are attributes that measure your internal capability. Opportunities and threats refer to how the external environments affect your team/business/group.

Ideally a cross-functional team or a task force that represents a broad range of perspectives should carry out SWOT analyses. For example, a SWOT team may include an accountant, a salesperson, an executive manager, an engineer, and an ombudsman.

### Examples of Possible Strengths and Weaknesses

- Experience
- Resources
- Originality
- Customer Service
- Efficiency
- Competitive Advantages

### Examples of Possible Opportunities and Threats

- Business Alliances
- New Products and/or Services
- Increasing Market Saturation
- Targeting a New Market Segment
- Locating a New Source of Revenue

Many of these factors could appear listed in several categories. For example, if one's competitors initiate an alliance, this comprises a threat. If one becomes part of such an alliance, this could become an opportunity. If an existing alliance causes problems in a supply chain, one diagnoses a weakness. If one's alliances offer a competitive advantage, this indicates a strength.

SWOT analysis can help in turning weaknesses and threats into opportunities, and ultimately into strengths. The exercise can also identify opportunities that will address weaknesses, and strengths that will counter threats.

## HEAD, CLARA AND MARIA – SWOT ANALYSIS (amended from 2013)

1. What are the **Strengths** of Head, Clara and Maria?
  - Small population – good volunteer base
  - Strong staff – good working relationships
  - Sense of community
  - Simple lifestyle
  - Cooperation within community
  - Good roads, waste sites
  - Safe, clean community
  - Communications with ratepayers
  - Pipeline assessment
  - Natural environment
  - Availability of communication tools – internet, Newsletters, social media
  - Lower cost of housing/taxes
  - Few restrictive local by-laws (noise, property standards, animal)
  - Financial strength - Good reserves – no debt
  
2. What are the **Weaknesses** of Head, Clara and Maria?
  - Small population – decreasing?
  - Low tax base, fear of tax increases
  - Succession planning – few staff, absences are noticed immediately
  - Lack of Citizen engagement - Small pool of people for council, library board, etc.
  - Ability to quickly react to changes in legislation & regulations
  - Aging population
  - Transportation
  - Lack of fire coverage
  - Emergency response times
  - Geography/size
  - Lack of commercial assessment
  - Connectivity
  - Lack of services (fire)
  - Lack of local employment opportunities
  - Winter maintenance of 17 (outside of our control)

3. What **Opportunities** are available in Head, Clara and Maria?

- Potential for growth – space
- Recreation
- Graphite mine?
- Funding/grants
- Tourism – river, snowmobiling
- Retirees
- Solar
- Joint Council projects
- County resources, assistance – Economic Development
- Future use of rail line
- Education on emergency management

4. What are the **Threats** to Head, Clara and Maria?

- Cuts in PILs
- Increasing legislation and regulations, reporting requirements
- Lifespan of landfill
- Aging and declining population
- Transportation requirements for residents

## INCREASING/DECREASING PRESSURES

### Increasing Pressures for Council

- Keeping taxes low/services high
- Communications with ratepayers
- Future of recycling program
- Filling positions
- Maintaining emergency management compliance
- Liability
- Public perception of areas of responsibility

### Decreasing Pressures for Council

- Waste management – not recycling
- Updating by-laws & policies
- Reserves
- Accountability & transparency
- Public perception of areas of responsibility
- Link to all areas of the Township

### Increasing Pressures for Administration

- Provincial reporting requirements
- multi tasking/hats
- Doing more with less
- Limited staff resources
- Ratepayer understanding
- Amount of research needed

### Decreasing Pressures for Administration

- Streamlined accounting process
- Archiving
- Staff stability
- Council orientation and training
- Elections
- Decreased public questions – better education/newsletter

- Bulletin boards at mailboxes
- State of repair of the office
- Equipment (office)
- IT needs
- Cross training for admin jobs

### **Increasing Pressures for Culture, Parks, Recreation and Tourism**

- boat launches wearing out
- decreased library funding
- staffing (library)
- erosion of Mackey park
- volunteer groups burning out

### **Decreasing Pressures for Culture, Parks, Recreation and Tourism**

- regular maintenance of boat launches/parks
- longer-term contracts
- infrastructure updated (parks)
- cemetery – down to maintenance
- surplus property sold

### **Increasing Pressures for Building & By-law Enforcement**

- lack of education of by-law enforcement process
- Legislation, regulations
- Succession planning

### **Decreasing Pressures for Building & By-law Enforcement**

- CBO and building dept. all good

### **Increasing Pressures for Roads**

- Lack of staff (only 1 person), succession planning
- Changes to maintenance standards
- Liability
- Reporting requirements
- Contract management
- Costs of contracts
- Climate change
- Geography
- Legislation & Regulations

### **Decreasing Pressures for Roads**

- Longer contracts
- Newer vehicles
- Current state of roads
- Equipment
- Long standing employee
- Policies, forms, admin documentation up to date

### **Increasing Pressures for Environmental Services**

- Education process
- Buy-in
- Longevity of waste sites
- Monitoring
- Engineering
- Legislation & Regulations compliance
- Provincial legs, organizations, etc. change
- Increase in waste (volume)
- Expansion application

### **Decreasing Pressures for Environmental Services**

- Recycling program
- Competent employee
- Site set-up
- New vehicle
- Composting program

- Community participation
- Have a long-term plan for landfill
- Reporting forms
- Less reporting
- In and out stores

### **Increasing Pressures for Emergency Services/Management**

- EMS response time
- Dependant on volunteers
- Shrinking list of responders
- County understanding of local situation
- More transports on highway

### **Decreasing Pressures for Emergency Services/Management**

- EMO understanding of local situation
- Emergency plan in place – first on Ontario
- Closure of the rail road
- Well educated on the plan
- Resilient population

## STRATEGY DEVELOPMENT

Suggested survey documents to circulate to members of the public for input.

### BUDGET EXERCISE – to circulate to citizens

Every year, Council must make difficult choices about funding competing priorities. Funds are needed to maintain those services that resident's value and to address other issues which may arise from time to time.

In this exercise, we'd like to turn the tables. Imagine you are in charge of a budget of \$100 for the items listed below. This isn't an exhaustive list of all of the municipality's spending priorities, but it covers many of the most significant ones.

So how would you divide up the \$100? In the column on the right, enter the amount you would spend on each item. You can divide it equally; allocate it all to one or two items, or somewhere in between. You can also add some of your own items at the bottom and allocate funds for them.

<b>Parks and trails</b>	\$ _____
<b>Roads (expansion and maintenance)</b>	\$ _____
<b>Arts, culture, libraries and heritage</b>	\$ _____
<b>Waste Management and other infrastructure</b>	\$ _____
<b>Economic Development (e.g. attracting businesses)</b>	\$ _____
<b>Operations (snow plowing, grass cutting)</b>	\$ _____
<b>Municipal government (administration)</b>	\$ _____
<b>Recreation (e.g. community centres, sports fields, programs for seniors and youth)</b>	\$ _____
<b>Planning and growth management</b>	\$ _____
<b>Environmental initiatives</b>	\$ _____
<b>Other</b>	
_____	\$ _____
_____	\$ _____
_____	\$ _____
_____	\$ _____
<b>Total</b>	<b>\$100</b>

## QUALITY OF LIFE Survey

Quality of life is one of the attributes residents like the most about their neighbourhood. It often involves intangible – but vitally important – characteristics of our community such as people and neighbourhoods, charm, hospitality and a feeling of safety. It also involves such things as opportunities for recreation; arts and culture; access to services; walkability; and a healthy environment.

What is the one thing you would like Council to keep in mind so that decisions don't negatively impact the quality of life in HCM?

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What is the best way to inform residents and landowners about what is happening in the community (e.g., programs, services, events, etc.)?

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Can our current processes be improved upon?

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When residents have free time available, what do you think they wish was available here to do that they have been unable to find that could feasibly and realistically be added?

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What role do you think the Council of Head, Clara & Maria should play in making this available?

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How can Council foster, support and celebrate HCM's diversity such that all citizens are included and active participants in the community?

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Is this the role of Council?

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There are some groups of people that are often excluded from traditional community engagement opportunities such as public meetings and access via electronic means. How can we engage the diverse populations in our community and ensure that everyone has a voice?

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How can we reach all individuals in our community?

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