



Strategic Planning Workbook

Municipality of Calvin

What is Strategic Planning?

“Strategic planning is essentially the process of determining a municipality’s long-term vision and goals, and developing the action plan for achieving those goals. It is also a good method for council and senior management to communicate strategic priorities to staff and citizens, thereby providing direction for internal operating departments to align their service delivery channels with these priorities” (Strategic Planning for Municipalities, Plant, 2008, p3).

There are many key reasons for going through the strategic planning process and developing a strategic plan. The following are some key reasons:

- to establish a vision of where Council, staff and citizens want to be - collectively;
- to plan for the future;
- to develop a plan on how to achieve priorities;
- to maximize municipal resources;
- to communicate the shared priorities to stakeholders.

Furthermore, there are many benefits of going through the strategic planning process for council and staff. For Council members, they:

- get to hear from their peers what each wants to achieve;
- identify where they have consensus and where they want to focus their energies and funds;
- recognize their collective potential;
- recognize the need to balance their objectives with financial and other limitations; and
- are better able to communicate collectively to the public and staff.

For staff, they get:

- the opportunity to hear what the new council members will want them to achieve over the next few years;
- the opportunity to work with council in an informal setting;
- the opportunity to introduce and explain issues that new council members may not have been aware of;
- a basis on which to consider budgets and new initiatives/priorities.

Objective of this Workbook

The objective of this workbook is to get Council members thinking in advance about the strategic planning process, their priority initiatives, how the priorities can be achieved, and the future they envision for the municipality. Ideally, this workbook will guide Council in the development of a thoughtful plan that is concise and operational.

Our Plan

There are many different frameworks and methodologies used during strategic planning processes, and there are no absolute rules regarding the right framework or what we name our plan. The following are examples of strategic planning introductions for some municipalities. Read the statements to get an idea of what fits with what you would like to see us accomplish for East Ferris.

Township of Tiny

On behalf of the Council and staff of the Township of Tiny, we are pleased to present our new Strategic Plan. This document represents our compass to the future. As a roadmap for strategic change, this new Strategic Plan reflects Council's collective commitment to action. At the same time, this document will guide the actions of staff and the allocation of both human and fiscal resources to ensure that our objectives, individually as community leaders and as Township staff will be aligned in keeping with the priorities contained herein. This Strategic Plan will guide the actions of Council over the balance of this term of Council. It will however, also offer a platform for future Councils to act on the priorities identified by our community. The development of this document has been led by Township Council but at every stage in its development, it has been informed by our community members – the taxpayers we serve and our community partners. We have a great deal to be proud of and despite the different roles we play – as elected community leaders, as community partners, as taxpayers and community member and as staff – we share a common objective: to value what we have and to make it better.

Town of Caledon

On behalf of the Town of Caledon Council and staff, we are pleased to present the 2015-2018 Council Work Plan. This Work Plan, initiated in 2015, sets out clear and attainable priorities and actions that reflect our community's needs. The priorities and actions have been championed by all members of Council and our staff leadership team. The Work Plan was co-ordinated by staff at two Special Council Meetings and engagement of over 70 staff across the Town, plus your members of Council. Together, just over 80 actions across nine approved priority areas have been identified for completion during this Council term. We've compiled those priorities and actions in this open and transparent format, so you know exactly what we will be working on during this term of Council (2014-2018). The Work Plan guided the Town's 2016 budget process, and will continue to guide Council for the duration of its term. We wish to thank everyone who helped develop this Plan including residents who participated at our various community engagement sessions. Your input was imperative to creating this Work Plan that will guide us now and in the years to come.

City of Ottawa

The City of Ottawa Strategic Plan articulates the Term of Council Priorities as well as the strategic objectives and strategic initiatives that are associated with them. It is the main communications tool to inform residents of the direction and strategic goals of the City, and how these goals will be attained during the 2015–2018 Term of Council. A new City Strategic Plan is created every four years to coincide with each Term of Council. The City Strategic Plan does not provide a complete list of the services and programs the City provides, but rather captures the significant initiatives that address the priorities for the 2015–2018 Term of Council. While drafting the proposed Term of Council priorities, the City took into account several important stakeholder perspectives and considerations including:

- Constituents: Community priorities that were identified through the 2014 electoral platforms.
- Direction from Previous Council: Received through the Legislative Agenda process.
- Previous City Strategic Plan: Strategic initiatives identified in the 2011-2014 City Strategic Plan that have remaining phases before being fully completed.

City of Sudbury

The City of Greater Sudbury City Council is pleased to present its 2015 to 2018 Corporate Strategic Plan. Your Council has worked hard to incorporate the themes that are important to our citizens. Citizens have asked us to focus on better roads and to take care of our existing infrastructure. They want economic growth to create more jobs, and the resources to support our community needs and enhance our great lifestyle. They want an open and transparent government. City Council held two full-day Strategic Planning sessions to develop its shared priorities. Four key pillars emerged from this collaboration: Growth and Economic Development, Responsive, Fiscally Prudent, Open Governance, Quality of Life and Place, and Sustainable Infrastructure. While we took a longer term view, the strategic priorities in this Plan coincide with the term of Council. It is important to remember that the Strategic Plan does not capture everything the City does each day for our citizens. We will continue to provide the quality services our citizens depend on every day. This Strategic Plan has a focus on positive change and a dynamic sense of direction. In keeping with our values, we will “act today in the interests of tomorrow.” City Council will ask Administration to present a separate, phased Implementation Plan to provide the details on how this Plan will be executed – administrative leads, timelines, milestones and progress indicators.

After your review of the above noted examples, please respond to the following 3 questions:

1. We will name our Plan the Municipality of Calvin STRATEGIC PLAN/GOALS
(Work Plan, Strategic Plan or Other)?
2. The Plan will cover the following number of years 5-10 years (Remainder of the Council term, 5 years or other)?

3. Circle the words from the following list that you associate with what we as Council will be setting:

Strategic themes

Strategic goals

Strategic priorities

Strategic directions

Objectives

Actions

Measurements

Budgets

Steps in Developing Calvin's Strategic Plan

Getting Started and Key Dates

In business, it is often suggested that the best person to lead the planning team is the owner or most senior manager. At a municipal level that represents the citizens via their elected officials and the senior staff retained to deliver on what citizens view as important. Therefore, the success of the development of Calvin's Strategic Plan rests on the active participation of all members of Council and senior management staff to take into consideration the comments received from citizens through public consultation. The following is a suggested 4 remaining steps process:

1. February 2020 - Public consultation – Citizen Survey to identify community priorities.

February 2021 – Public consultation – SWOT Analysis (limited submissions)

2. April 6, 2021 Meeting - Focus on where the Municipality of Calvin is at now and on where we would like to go. Meeting to review council priorities versus input received by citizens. Begin to develop a list of the strategic initiatives.
3. June 1, 2021 Meeting - Develop a list of the strategic initiatives.
4. August 3, 2021 Meeting - Staff input on feasibility, risks, pro-forma costs and other considerations in order to determine whether the suggested initiatives are attainable. Council makes decision on which initiatives to include in Strategic Plan.
5. October 5, 2021 Meeting - Draft of Strategic Plan brought to Council
6. December 7, 2021 Meeting - Approval of Strategic Plan

Step One: Where Are We Now and Where Do We Want to Go?

Part One: Mission and Vision Statements

A mission statement is a short statement of an organization's purpose, what its overall goals are, what kind of product or service it provides, its primary customers or market, and its geographical region of operation. The municipality's current mission statement is as follows:

“To build a strong rural and safe community dedicated to the preservation of our heritage and culture as well as the development of our natural and human resources. To promote and cultivate our forward thinking community and to grow our partnerships through collaboration with our neighbouring communities.”

From your point of view, should the current mission statement be amended and if so, please provide comments.

 Addthrough collaboration **and resource sharing**

 This will be completed in the draft version of the Strategic Plan

The vision statement is the dream; the mission statement is the intended reality. The municipality's current vision statement is as follows:

“Calvin is a rural, family-based community that embraces change while respecting the rich heritage and culture of our area. With the participation of our residents and ongoing partnerships with our neighbouring communities, we will continue to develop the Municipality of Calvin as an affordable, accessible and safe place to live, work and play.”

From your point of view, should the current vision statement be amended and if so, please provide comments.

 No changes requested.

Part Two: Input to Planning Process

Please list the issues and priorities you have been made aware of by citizens since the 2018 electoral campaign process.

- Cassellholme
- Programs for the Elderly
- Roads – Hard Surfacing
- Bring back activities and functions for the Community at the Community Centre
- Keep Taxes Low
- Video Access for Council Meetings

The municipality must comply with various pieces of legislations. Accordingly, please identify major issues or obligations in complying with legislation that you believe are currently facing the municipality.

- Asset Management Plan – Need to put money away for future, challenge for us to pay in advance, Cassellholme is a big ticket, levies are a concern (especially DNSSAB – Why so high?)*
- Police Services are expensive as well but required*
- Need to have Shovel Ready Projects for potential Grants with short turnaround times*
- Cassellholme and the Algonquin Nursing Home*
- Training for Council (put money away for training)*
- Landfill – Saving for closure and reopening of new site*

While Council members serve for a four-year term, it is important to ensure continuity with the work plan of previous Councils. Accordingly, please list priorities or initiatives that you view as unfinished business stemming from previous Council(s).

- Cassellholme*
- Solutions for Stewarts Road*
- Transparency – Increased amount of Closed Meetings this term, reluctance to say whats on mind, develop a relationship amongst ourselves, be more open to questions to interpret correctly (E4M helping us move forward)*

Part Three: Environmental Scan

A SWOT analysis is a study undertaken by an organization to identify its internal strengths and weaknesses (attributes of the organization) as well as its external opportunities and threats (attributes of the environment).

Strengths

The positive attributes, tangible and intangible that are internal to the municipality and within our control.

- What we do well
- What resources we have
- What advantages we have over our competition (neighboring communities)

Weaknesses

Factors that are within our control that we might want to improve to accomplish our objectives.

- Lack of expertise
- Limited resources
- Lack of access to skills or technology

Opportunities

Factors that may enable Calvin to prosper.

- Community growth
- Resolution of problems associated with current situations
- Positive perceptions about our Municipality
- The ability to offer greater value

Threats

Factors beyond our control that could place the municipality at risk or cause us problems. By identifying them, we can develop contingency or risk mitigation plans to address them.

- Governmental regulations
- Economic downturns
- New technology that makes equipment or services obsolete
- Negative media or press coverage

The internal strengths and weaknesses, compared to the external opportunities and threats offer additional insight into the condition and potential of Calvin. How can we use the strengths to take advantage of the opportunities ahead and minimize the harm that threats may introduce if they become a reality? How can we minimize or eliminate weaknesses? The true value of the SWOT analysis is to bring this information together, to assess the most promising opportunities, and identify the most crucial issues.

Please see below what has been submitted by the public, staff and Council for the SWOT Analysis:

Internal	External
Strengths: <ul style="list-style-type: none">• Staff – Experience (many with 10 years plus), Knowledgeable, Works well together, dedicated and loyal, willing to help the public to find the information they need, have kept things running smoothly during pandemic• Fire Services – Highly Skilled Volunteers and well equipped• Shared Services with Neighbouring Communities to help each other out and save costs.	Opportunities: <ul style="list-style-type: none">• Encourage and Promote Development of Broadband Within our Municipality• Educate Residents and Research and Expand Landfill Recycling where Possible to Extend Landfill Life• Work Towards Blue Box Producer Recycling Responsibilities• Explore Possibilities of Group Buying for all Municipal Services and Purchases• Follow the Recommendations of Ratepayers who Responded to Surveys

<ul style="list-style-type: none"> • Municipal Roads, Road Care and Maintenance are the best in the area and well equipped • Communication with the public – Website, YouTube, Newsletter, Facebook/Twitter, Citizens Alert App. • Staff are continually involved in Professional Development • Policies & Procedures – Developing all the time. • Large and Well-Maintained Community Hall with playground, ball fields and ice rink – Good for Community Size. • Tourism – Eau Claire Gorge, Smith Lake, Samuel De Champlain Provincial Park and Ecology Center, Lots of Crown Land, Rivers and Natural Beauty • Close to North Bay and Mattawa, and not that far from Toronto or Ottawa • Organized and Efficient Landfill • Snow Machine Trails • Clean Air and Environment • Low taxes and Safe Community • Affordable prices for land and housing • Tolerable land for some farming • Council committed to keep financially responsible • Renewable Resources – Logging-Farming-Recreation • Retirement Community • Easier to get involved in community – Volunteering • Shorter commutes to work • Slower pace and lifestyle • Well managed Landfill Site, Staff is great, Recycling program is exceptionally good for a small community. • Involved in Veterinary Assistance Program for Large Animal Vets for mileage subsidies. • Use the facilities we have even if not organized event • Hiring students - good first job opportunity – working with the public, working in all weather conditions, doing 	<ul style="list-style-type: none"> • Provide Ongoing Training the Staff and Council as Suggested by e4M • Look at Establishment of CAO when Roads Superintendent Retires. • Talon Lake Dock – Improvements badly needed. • Develop a Local Services Page on Website • Sport & Recreation – Need Seniors and Kids programs. • Access to more local lakes – Crooked Lake, Johnson Lake, Bouillon Lake • Animal Control • New People Moving into Region • More people willing to live in Rural areas • People returning to their roots • Unused park space and community centre • Senior Housing as well as other housing • Parking needed for tourists. • Expand Hard Surfacing (Tar & Chip) • Encourage New Business and Tourism • Space available for development • Increase rentals of recreation facilities • Invest in Aging Infrastructure • Marketing and Promotion of Municipality • Bike Route
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<p>tasks that are not ideal but learning to do so in a safe manner.</p> <ul style="list-style-type: none"> • Increase relationships between vet/client, more information sharing. • Self Sufficient Community • Seasonal residents • Culture • Good Community Minded Individuals 	
<p>Weaknesses:</p> <ul style="list-style-type: none"> • Put funds aside for Department Vehicles and Equipment Purchases • Staff Morale (low) • Put Funds Aside for Infrastructure such as Roads • Put Funds Aside for Municipal Property Upkeep and Improvements to Municipal Grounds, the Cemetery, the Ball and Soccer Fields and the Ice Rink. • Lack of Transportation Services • Animal Control • Occasional petty disagreements among councillors, Council not functioning properly. • Animosity from Council towards municipal employees, does not appreciate that Staff are continuously working to improve our services, publicly humiliates staff • Lack of Professional Development for Staff and Leadership Development for Council • Calvin is one of the least well known municipalities in the Near North and not on most maps • Limited signage from Hwy 17 • Lack of volunteers – very difficult to hold volunteers as both parents working, very limited amount and get burn out. • Lack of community programs or involvement – limited number of participants so difficult to maintain programs. 	<p>Threats:</p> <ul style="list-style-type: none"> • Increased Costs of Senior Care – Cassellholme & Algonquin Nursing Home • Seniors Alone at Home – Continue Working Towards the Community Safety and Well Being Plan • Limited Employment Opportunities/High Unemployment Rate • Lack of Recreational Activities • Loss of Revenue & Downloading from Province • Increased Municipal Levies • Upkeep and Maintenance of Municipal Buildings • Landfill Closure Planning and Management – Need to build reserves and plan for this. • Shrinking Population (approximately 10% per census since 2001) • Lack of new businesses in region, no stores selling staples. • Lower Income Area • No eating establishments • Lots of black flies, mosquitos and deer flies • Changes in Government Grants • Aging Population – loss of growth • Aging infrastructure • Cost of Emergency Services (Fire and Police) • Loss of volunteers • Lack of good jobs/High Unemployment/Lack of Skilled Workers

<ul style="list-style-type: none"> • Attraction for Tourism • Limited land base for expansion • Very little support for existing or new businesses • No High Speed Internet and Poor Cell Phone Coverage • Lack of Local Doctors • One forest industry plant that has suffered for years • Road Superintendent Retiring soon • Current Recreation Facilities are not used but residents want more things to do, Difficult to promote the community hall as there is limited facilities to support having weddings, etc.... i.e. No hotels close by, Council often allows the free use of the facility. • Landfill Attendant is retiring age • Due to the pandemic, some residents have stopped recycling, hopefully that will change after pandemic over. • Difficult to entice a large animal vet to practice in the north. Current vets are aging. • Disadvantaged for contract negotiation because of small size (i.e. Supply purchasing, water diversion contract, board levies) • Not taking advantage of new technology (Debit at landfill and office, hand digging graves vs. with appropriate machinery, EDraulic equipment for fire dept.) • Low number of staff • Aging Infrastructure • Rising Operating Costs • Limited Funding for Projects. • Economic development • Human Resources • Police Services • Continuity • Community Support • Too many projects on the go at the same time and not enough resources • 	<ul style="list-style-type: none"> • Lack of Entertainment facilities • Drug and Alcohol Abuse • Lack of Municipal Funding • Negativity spread throughout community through Social Media/Word of Mouth • Pandemic • Over Regulated – Severance, Permits, Red Tape • Eau Claire Gorge in need of repairs, concerns that the Municipality will need to help the NBMCA with this? • Lack of organized events make people think facilities are not necessary • Council/Staff Relationship is poor • Low number of staff • Aging front line vehicle for Fire Dept • Focussing on the problems of some and neglecting the responsibility to look out for the community as a whole. • High Taxes • Amalgamation • Morale, Commitment, Leadership • Staff Burn-Out, may lose staff if the working relationship with Council is not remediated • Lose trust with the public
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Consolidation of Strengths and Weaknesses of Council/Survey:

Strengths:

- Staff in General: Clerk-Treasurer, Roads (well managed), Fire Department, Landfill*
- Seasonal Residences*
- Culture, Economic and Housing Development, Tourism and Travel (Need to let people know where we are)*
- Hall, Playground and Ball Fields (However liability is a concern for certain events)*
- Low Taxes*
- Safe Community and Rural Environment (lots of Green Space)*
- Policies and Procedures – Developing all the time*
- Council committed to keep financially responsible*
- Vet Assistance*
- Recycling Program (Staff very helpful and further expansion would be encouraged)*
- Hiring students from within our community*
- Our Agricultural Sector*
- Our Natural Surroundings – not heavily populated, lots of water*
- Working with providers for Broadband internet*
- Increased Access to Lakes*

Weaknesses:

- Animal Control*
- Sports and Recreation, Senior Development, Programs for Children*
- Lack of Money for programs, projects, services, events, etc... Need to think outside the box to generate more revenue to fund some of the programs for seniors and children*
- Low morale of Staff*
- Need to protect Agricultural Land from Development*
- Need High Speed Internet*
- Rising Operating Costs (more funding required by upper levels of Government (Provincial and Federal))*
- Integrity Commissioner creates a lot of negativity and requires a lot of energy*
- Training of Council*
- Support for Businesses*
- Retiring Employees*
- Fire Truck Vehicles*

Additional Comments of Council:

-Business Support – Monthly information provided, directory of businesses (already on our website but where else), more use of our website, promote people who live here and their businesses

-Further support should be coming upper levels of government as property taxes is the only way the Municipality can help businesses

Part Four: Where Are We Going?

When we look ahead four to five years from now, what will we want the Municipality of Calvin to have achieved?

-CAO Managing Municipality – No staff reports to Council except CAO, Chain of Command would be stronger

Step Two: Summary of Strategic Initiatives and Consensus

Council and staff meet to review council member's priorities and input received by citizens through public consultation (survey and SWOT). The goal of this meeting would be to develop a list of the strategic initiatives and gain consensus on what potential priorities should be included in the final strategic plan. The final initiatives will be dependent on the findings of Step Four. Although it would be nice to include all of initiatives put forth by Council members and citizens, there are limitations on staff, time and financial resources.

Step Three: Staff Input

Staff to provide input to Council on feasibility, risks, pro-forma costs and other considerations in order to determine whether the suggested initiatives are attainable. Based on the information, Council will decide on which initiatives to include in the Strategic Plan.

Step Four: Finalization of Strategic Plan Document and Approval by Council

Once Step Four is completed, staff will finalize the Strategic Plan document for presentation and approval by Council.

Suggested Components of the Strategic Plan:

- Introduction and background
 - Description of strategic planning process
 - New vision and mission statement
- Public Consultation
 - Survey template and survey results

- SWOT Analysis
- Summary of Strategic Initiatives
- Implementation Timeline
- Measuring performance
- Communicating Results

Future Steps:

Implementation Timeline – *To be developed at a later date once plan has been approved.*

Measuring Performance – Key Performance Indicators - *To be developed at a later date once plan has been approved.*

Develop plan to communicate results to citizens – *To be developed at a later date once plan has been approved.*

CORPORATION OF THE MUNICIPALITY OF CALVIN

Resolution

DATE June 1, 2021

NO. _____

MOVED BY _____

SECONDED BY _____

“That the next meeting for the development of the Municipality of Calvin’s Strategic Plan will be held August 3, 2021 as a Special Meeting of Council.

Directives to Clerk-Treasurer – To finalize the list of Strategic Initiatives as per the discussion this evening for the next meeting. As per the Strategic Planning Workbook, the August 3, 2021 Meeting will provide Staff input on feasibility, risks, pro-forma costs and other considerations in order to determine whether the list of suggested initiatives are attainable.

CARRIED _____

DIVISION VOTE

<u>NAME OF MEMBER OF COUNCIL</u>	<u>YEA</u>	<u>NAY</u>
<u>Coun Cross</u>	_____	_____
<u>Coun Maxwell</u>	_____	_____
<u>Coun Olmstead</u>	_____	_____
<u>Coun Shippam</u>	_____	_____
<u>Mayor Pennell</u>	_____	_____