

REPORT

TO: MAYOR AND MEMBERS OF COUNCIL
FROM: WILLIAM J. MARCK
CHIEF ADMINISTRATIVE OFFICER
DATE: SEPTEMBER 21, 2011
RE: STRATEGIC PLANNING PRIORITY ACTIONS AND IMPLEMENTATION OF WORK PLANS

AIM:

To have Council receive the seven (7) strategic priority action plans and accompanying activities.

BACKGROUND:

In March of 2011, Council and senior administration developed the frame work for the municipal strategic plan. The plan will be used as a guide to steer the direction of the Corporation over the next four to five years.

Council, at its meeting held May 9, 2011 enacted the strategic plan by approving the following resolution:

No. C-180-11

That Leamington Council adopt the mission statement, objectives and strategic direction as outlined in the 2011 strategic planning document as described in the summary report submitted by Randolph Group and outlined in Report CAO 07/11 dated May 2, 2011;

And that the Chief Administrative Officer be directed to incorporate strategies, objectives and action plans into the municipal work plans of the Corporation;

And further that administration schedule an annual review of the work plan and submit various reports, policies and assign resources to achieve the strategic objectives outlined in the aforementioned document.

COMMENTS:

As part of the strategic planning process, the participants developed a list of priority actions that were selected as the actions that should be addressed in the immediate future. The seven (7) priority actions were as follows:

- 1) Complete the financial plan;
- 2) Actively pursue senior government ongoing flexible funding program partners;
- 3) Continue with our program for sewer replacement;
- 4) Implement the Community Improvement Program (CIP) for the uptown core;
- 5) Develop a succession plan to attract and retain quality employees;
- 6) Lobby senior governments for shoreline stabilization assistance;
- 7) Identify mechanisms to raise the profile of Leamington.

Once the priority actions were selected, the group had to develop work plans and assign tasks in order to complete the priorities in a timely fashion. Assignment of tasks included implementation plans for activity, responsibility, resources required, and time frames to complete projects, etc.

Of the seven (7) priority action plans, the group developed activity tasks for the following priorities:

- 1) Actively pursue senior government ongoing flexible funding programs with partners;
- 2) Lobby senior governments for shoreline stabilization assistance;
- 3) Identify mechanisms to raise the profile of Leamington.

The three (3) priorities and activities as noted above are attached and have been updated accordingly.

Further, administration has now developed the activities for the remaining four priorities identified and they are attached for Council's review. The activity programs will be incorporated into staff work plans and budget documents for Council's consideration.

FINANCIAL IMPACT:

As noted in previous reports, as staff reports and activities come forward there will be a financial impact for some components to implement the priorities and they will be identified either in a special report to Council and/or as part of the budget review process.

CONCLUSION:

As noted in the strategic planning study, the Corporation's next steps were to have:

- 1) Senior management develop and implement plans for priorities identified to begin in 2011 (per this document) and;
- 2) * Council and senior management conduct an annual review of the strategic plan implementation including reporting on completed strategy actions and identifying priorities for the upcoming year as part of input into the budget process - Results of the annual review of the strategic plan are to be broadly communicated.

* The purpose of this report is to finalize the action steps to be taken to achieve the seven (7) priorities identified in the strategic plan. The first annual review as noted above will take place in the spring of 2012.

RECOMMENDATION:

That Council receive and confirm the strategic priority action plans and supported activities;

And further that the Chief Administrative Officer be directed to submit an updated report on the strategies achieved and to be achieved in the spring of 2012 (CAO 19/11)

Respectfully submitted,

William J. Marck
Chief Administrative Officer

**Municipality of Leamington
Strategic Priorities Implementation Workplan**

Strategic Priority Action	Responsibility		Performance Measures: January - December 2012 (What will be the quantifiable results of the activities being completed?)
	Primary	Support	
Complete Long Term Financial Model (LTFM)	Director of Finance & Business Services	Directors and Managers	<ul style="list-style-type: none"> • Completion of financial models • Implementation and maintenance of models as part of the annual fiscal plan • Implement new fiscal policy

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
1. Water and Wastewater Financial Model	<ul style="list-style-type: none"> • Director of Finance & Business Services 	<ul style="list-style-type: none"> • Director of Community Services • Manager of Environmental Services 		\$\$	Presentation/Report from Manager of Environmental Services to Council	X	
2. Review water/wastewater implications and suggested price increases - public	<ul style="list-style-type: none"> • Manager of Environmental Services • Mayor and Council 	<ul style="list-style-type: none"> • Manager of Environmental Services 	X		X		
3. Implementation of water and wastewater rates	Mayor and Council	<ul style="list-style-type: none"> • Directors • CAO • Manager of Environmental Services • 	X			X	
4. Taxation and Fees Financial Model	<ul style="list-style-type: none"> • Director of Finance & Business Services • Consultant 	<ul style="list-style-type: none"> • CAO • Directors • Managers 		\$\$	X		

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
5. Develop draft budget fiscal policy	Director of Finance & Business Services	<ul style="list-style-type: none"> • Consultant • Directors • CAO • Managers 	X			X	
6. Adopt fiscal policy	Mayor and Council	<ul style="list-style-type: none"> • CAO • Director of Finance & Business Services 	X			X	

Strategic Priority Action	Responsibility		Performance Measures: January - December 2012 (What will be the quantifiable results of the activities being completed?)
	Primary	Support	
Sewer separation program	Director of Community Services	Engineers, Provincial Consultants	<ul style="list-style-type: none"> • Revisit sewer system program • In conjunction with financial plan, develop 10 year plan for complete separation

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
1. Review sewer separation program and update cost estimates	Director of Community Services	<ul style="list-style-type: none"> • Engineering • Province • Finance & Business Services 	X			X	
2. Develop financial plan on how to pay for sewer separation program	<ul style="list-style-type: none"> • Director of Community Services • Director of Finance & Business Services 	<ul style="list-style-type: none"> • Engineering • Manager of Environmental Services • Province • Consultant 		\$\$		X	
3. Public Input with respect to strategy and policies of implementation of sewer separation program	Director of Community Services	Manager of Engineering Services	X			X	
4. Implementation and tendering to commence sewer separation program	<ul style="list-style-type: none"> • Director of Community Services • Manager of Engineering Services 	<ul style="list-style-type: none"> • Engineering • Consultants 		\$\$			X

Strategic Priority Action	Responsibility		Performance Measures: January - December 2011 (What will be the quantifiable results of the activities being completed?)
	Primary	Support	
Implement the Community Improvement Program for the Uptown Core	Director of Development Services	Staff & Consultant	<ul style="list-style-type: none"> Review previous reports Undertake customer survey and questionnaires Host open houses Review programs offered in other communities Implementation and monitoring of guidelines

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
1. Develop the terms of reference	Director of Development Services	Planner	X		X		
2. Engage consultant	Planner	Staff		\$\$	X		
3. Review previous documentation, milestones and produce discussion papers	Council	<ul style="list-style-type: none"> Director of Development Services Planner Consultant 	X		X		
4. Survey work and open house	Planner	<ul style="list-style-type: none"> Support Staff Consultant 	X		X		
5. Finalization of policies and implementation	Mayor and Council	<ul style="list-style-type: none"> Planner Director of Finance & Business Services 		\$\$		X	

Strategic Priority Action	Responsibility		Performance Measures: January - December 2011 (What will be the quantifiable results of the activities being completed?)
	Primary	Support	
Succession plan to attract and retain quality employees	Director of Corporate Services & CAO	Human Resources	<ul style="list-style-type: none"> Guideline development Implementation and mentoring

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
1. Research past programs of other municipalities	CAO	<ul style="list-style-type: none"> Human Resources AMCTO 	X		X		
2. Develop a guideline policy	CAO	Human Resources	X		X		
3. Adoption of policies	Council		X		X		
4. Review and identify candidates for succession planning program	Director of Corporate Services	<ul style="list-style-type: none"> Human Resources Directors 	X		X	X	
5. Develop a training program for those identified for the succession planning process	Director of Corporate Services	Human Resources		\$\$		X	
6. Incorporate succession plan into all performance measurements of staff	Director of Corporate Services	Human Resources	X			X	

Strategic Priority Action	Responsibility		Performance Measures: January - December 2011 (What will be the quantifiable results of the activities being completed?)
	Primary	Support	
Actively pursue senior level ongoing flexible funding with partners.	Mayor CAO	Staff	<ul style="list-style-type: none"> Receive support at local and County level Program developed by provincial and/or federal governments Implementation

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
1. Research past programs (how they were applied)	CAO	Staff	X		X		
2. Review with Council	CAO	Council	X		X		
3. Mayor reviews with his counterparts in other County municipalities, consults with MPPs	Mayor	Other Mayors	X			X	
4. Bring matter up at County Council	Mayor	County Council	X			X	
5. Ask for support from other County and Regional governments, and AMO	Warden	Other municipalities	X			X	
6. Lobbying provincial and federal groups	Mayors' Group	Staff	X			X	
7. Municipality to input information and begin to implement the program	CAO	Staff	X				X

Strategic Priority Action	Responsibility		Performance Measures: January - December 2011 (What will be the quantifiable results of the activities being completed?)
	Primary	Support	
Lobby senior governments for shoreline stabilization assistance	Director of Community Services	<ul style="list-style-type: none"> • ERCA • Province • Federal government 	<ul style="list-style-type: none"> • Review C.S.S. Beach Nourishment Study • Pilot project scoped • Partnership in place for sewer outfall project • Hillman Dyke/road C studies completed

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
1. Colchester - Point Pelee Beach nourishment	Director of Community Services	<ul style="list-style-type: none"> • ERCA and Working Group • MTO • Point Pelee • Kingsville/Essex • Department of Fisheries and Oceans 		\$\$			X
2. East Beach/S.E. Leamington	Director of Community Services	<ul style="list-style-type: none"> • ERCA • Point Pelee • Health and Safety • Provincial ministries • Dr. Schemes 		\$\$			X
3. East Marsh Dyke	Director of Community Services	<ul style="list-style-type: none"> • ERCA • Provincial ministries • Drainage 		\$\$	X		

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
4. Marentette Drain	Director of Community Services	<ul style="list-style-type: none"> • Engineering Services • Consultant • Federal Government • Provincial Government • ERCA 		\$\$		X	
5. Road C	Director of Community Services	<ul style="list-style-type: none"> • Provincial Ministries • Consultants 		\$\$			X
6. Point Pelee Drive and Bevel Line	Director of Community Services	<ul style="list-style-type: none"> • Engineering Services • Health Unit 		\$\$	X	X Phased	X

Strategic Priority Action	Responsibility		Performance Measures: January - December 2011 (What will be the quantifiable results of the activities being completed?)
	Primary	Support	
Identify mechanisms to raise the profile of Leamington	Mayor and CAO	Council and EDO	<ul style="list-style-type: none"> • Brand and slogan • 1 new festival/concert held • Bi-weekly radio/TV spots • Increased web hits

Activities	Responsibility		Financial Resources Req'd		Timing to Start		
	Primary	Support	Existing	New	2011	2012	2013-14
1. Identify target market and messaging	EDO	Economic Development Committee	X		X		
2. Develop branding and slogan	EDO	Economic Development Committee		\$\$		X	
3. Inventory strengths of community and municipality	EDO	Economic Development Committee	X			X	
4. Promote and market using materials illustrating strengths and strategies and radio/TV spots for Mayor and Council	EDO	Communications Committee		\$\$		X	
5. Foster culture of informal communications based on pride of place through residents/staff/business leaders and participate in Associations	CAO	<ul style="list-style-type: none"> • Management Committee • Council • Senior Management 	X			X	
6. Work with community partners to develop and promote festivals (e.g. Canada Day, Seacliff Concert Series, etc.)	EDO	Culture/Recreation		\$\$		X	