
TO: GENERAL COMMITTEE
SUBJECT: COUNCIL STRATEGIC PRIORITIES 2014-2018
WARD: ALL
PREPARED BY AND KEY CONTACT: R. BUNN, EXECUTIVE DIRECTOR INNOVATE BARRIE, EXT. 4574 *RBunn*
SUBMITTED BY: R. BUNN, EXECUTIVE DIRECTOR INNOVATE BARRIE, EXT. 4574 *RBunn*
CHIEF ADMINISTRATIVE OFFICER APPROVAL: C. LADD, CHIEF ADMINISTRATIVE OFFICER *CL*

RECOMMENDED MOTION

1. That the Strategic goals and directions outlined in Appendix A of Staff Report Council Strategic Priorities 2014-2018 and described in INN001-15 be approved as the Strategic Plan for the 2014-2018 term of Council.

PURPOSE & BACKGROUND

2. In 2010, Council established a four year Strategic Plan that identified their top five priorities as well as supporting directions for each of their goals.
3. A similar initiative was established to develop a Strategic Plan for the 2014-2018 term of Council and was initiated in the fall of 2014 by staff. The overall objective of the initiative 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 and advance Council's strategic direction.

ANALYSIS

4. There are many approaches to strategic planning. Given that the City of Barrie adopted a four year plan in 2010 that concentrated on key areas of focus and took into account various long range studies and master plans, the City decided to use the same approach for developing Council's Strategic Plan for 2014 – 2018.
5. At a facilitated session held on December 13th, members of Council reviewed the Strategic Plan goals identified in 2010 as well key deliverables over the past four years. Council then identified four key areas of focus for 2014 - 2018 and translated these focus areas into four general goals for the City. These four goals were further reviewed and refined in preparation for the February 9th General Committee meeting.
6. Council goals resulted in a "Plan for a Better Barrie" that includes a:

*Vibrant Business Environment.
Responsible Spending.
Inclusive Community.
Well Planned Transportation.*

The four 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, financial conditions, inclusive community and transportation, will guide the strategic direction of the City.

7. Strategic directions are the necessary links from the goals to the action plans, and define how goals can be achieved. At the December 13th meeting, members of Council discussed each of the four goals and developed strategic directions for each. These directions were further reviewed and refined by staff and Council and provide clear direction on how we will work towards achieving the vision for the City. Appendix A to this report provides a list of the directions as they correspond to each goal. A total of fifteen directions were developed by Council.
8. Staff will develop short, medium and long term action plans for each strategic direction that will support the successful implementation of the strategic plan over the 4 years and beyond. This will also include the development of key performance indicators and monitoring the success of the plans while soliciting feedback on the implementation process activities to ensure intended results are achieved.
9. Examples of action items that may be included under each of the goals are listed below. This is not an exhaustive list but rather provides a few examples of the initiatives that may be undertaken in each area to support Council's strategic goals:
 - a) Vibrant Business Environment – build a global startup community by working with partners to create a culture of innovation and entrepreneurship, eliminate obstacles to growth, develop a concierge service and promote a solutions-focus throughout the organization, focus on attracting and retaining a talented workforce as well as promote Barrie by emphasizing the City's strengths as a business destination.
 - b) Responsible Spending – the development of a strong business management framework to prioritize projects and manage resources and provide a reporting mechanism to Council and the community; implementation of the ERP system that will improve efficiency and provide more automation; ensuring that growth pays for growth and that we develop sustainable funding for asset management are examples of initiatives under Responsible Spending.
 - c) Inclusive Community – enhance neighbourhood approaches to community centres to provide responsive programming for all ages; develop a comprehensive and inclusive Community Engagement Strategy; enhance parks planning throughout the City, partner with organizations such as the County of Simcoe, Pathways to End Homelessness to encourage a variety of housing options, support age friendly communities as well as to maximize accessibility within and between neighbourhoods, just to name a few.
 - d) Well Planned Transportation - increased investment in the transportation network, increase road capacity to address growth, continue to implement neighbourhood renewal projects, advocate for GO improvements to Barrie, support active transportation options, increase investment in the transportation network, develop traffic calmed neighbourhoods and complete key road connections within the City.
10. Council's goals and strategic directions are the first step in the development of a comprehensive strategic framework for the City.
11. A comprehensive marketing and communications plan for the 2014-2018 Council Strategic Priorities will be developed using a variety of media channels to ensure awareness and understanding of Council's Strategic Plan for 2014-2018. The Council Strategic Priority boards installed throughout City Hall and in our City facilities will also be updated.

ENVIRONMENTAL MATTERS

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

ALTERNATIVES

13. 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 and strategic directions.

This alternative is available to General Committee. Staff have developed the proposed 2014-2018 Council Strategic Plan in accordance with the discussions held on December 13, 2014 with respect to priority setting for the term.

FINANCIAL

14. The Strategic Plan project was initiated by staff in the fall of 2014. The total direct cost of the strategic planning process, excluding staff time, is approximately \$6,000 which was included in the 2014 CAO's operating budget.
15. The cost of the comprehensive marketing and communications plan for the 2014-2018 Council Strategic Priorities and materials are included as part of the 2015 Business Plan under the Access Barrie budget.

LINKAGE TO COUNCIL STRATEGIC PRIORITIES

16. The 2014-2018 Council Strategic Priorities have not been established as of the time of writing of this report.

APPENDIX "A"

RECOMMENDED STRATEGIC GOALS AND DIRECTIONS
FOR THE 2014-2018 COUNCIL STRATEGIC PLAN

Our Plan for a Better Barrie...Vibrant Business Environment, Responsible Spending, Inclusive Community, Well Planned Transportation	
Council Goals	Council Directions
Vibrant Business Environment.	1.1 Build a global startup community 1.2 Eliminate obstacles to business growth and investment 1.3 Attract and retain a talented workforce 1.4 Promote Barrie's strengths
Responsible Spending.	2.1 Embrace innovation to improve how we do business 2.2 Demonstrate value for money 2.3 Improve understanding of how tax dollars are spent 2.4 Build a community that respects both current and future taxpayers
Inclusive Community.	3.1 Promote and facilitate community connections 3.2 Provide great public spaces 3.3 Encourage affordable housing 3.4 Support diverse and safe neighbourhoods
Well Planned Transportation.	4.1 Improve our road network 4.2 Improve options to get around 4.3 Improve road safety

APPENDIX "B"

STRATEGIC PLANNING AND RELATIONSHIP TO
THE BUSINESS PLAN

STRATEGIC PLANNING

