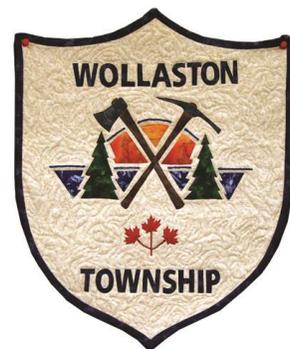


Community-Based Strategic Planning



Grant Writing
Solutions



Wollaston Township
Information Session
August 2017

What is a Community-Based Strategic Plan?



Community-Based Strategic Plan Definition

Community-Based

- ▶ Developed with input from the residents and stakeholders who live, work and own businesses in Wollaston Township

Strategic

- ▶ Considers changes or anticipated changes in the Township as opposed to simply building on current goals or practices

A **Community Based Strategic Plan (CBSP)** is a guiding document which outlines the **Community's** vision and goals, and which will be used to assist Council in developing priorities and action items to achieve these goals.

The process directly engages community leaders and broad-based citizenry in an active effort to move their community from today's reality to tomorrow's possibilities.

Why create a Community-Based Strategic Plan?

- ▶ To unite the Community and Council together through a mutually agreed upon Vision and Action Plan
- ▶ To give Council and Staff a roadmap to follow to implement goals over the next number of years
- ▶ To create a plan that extends beyond the life of the current Council so there is continuity beyond each electoral period
- ▶ To provide “evidence of Community support” to potential project funders.
- ▶ To establish priority goals so Council and Staff are working on the same page
- ▶ To give the Council confidence that it has wide Community support for its actions

The Process

1. Initial meeting between Staff and GWS to review needs
2. Draft Community Survey questions developed by GWS
3. Staff and Council review draft questions/provide input
4. GWS finalizes survey questions and prepares for launch on Survey Monkey (survey open for one month)
5. GWS develops promotional material for sharing on-line to encourage people to complete the survey
6. GWS develops questions for focus groups in cooperation with Staff

Process continued...

7. GWS sets dates for focus groups in consultation with Staff
8. Invitations sent for focus group participation
9. GWS prepares summary report of survey results and focus groups
10. GWS prepares draft Community-Based Strategic Plan based on input received to-date and provides to Council for initial review, including a draft Vision and Mission Statement
11. GWS conducts an all-day detailed review of the Plan with opportunities for Council input, finalizing the Vision and Mission Statements with Council and adding further detail to the Action Plan
12. GWS prepares the final Community-Based Strategic Plan for presentation to Council for approval
13. Council presents approved Plan to the Community

Proposed Plan Structure

▶ See handout

Vision Statement

- ▶ Needs to be vision(ary)
- ▶ A statement about the kind of future you want to create for Wollaston Township
- ▶ Consider what will set Wollaston Township apart from other communities

Examples

Community X is the fastest growing retirement community in Canada

Community Y is the destination of choice in Ontario for internet-based home-based businesses operators seeking a rural lifestyle with affordable housing prices.

Vision Statement Input

It is important that the Vision be developed from the input provided by both the Community and Council.

Questions in the survey and for the focus groups have been developed to specifically collect this information.

Mission Statement

- ▶ The Mission is doing what you need to do to achieve the Vision
- ▶ Keep it simple
- ▶ It is what you do at the most basic level

Example

The Mission of Council and Staff is to proactively work together with the Community to create progressive, open governance and implement strategies necessary to turn the Vision into reality.

How can Council use the Plan?

- ▶ The Action Plan can be used by each Department to plan the following year's activities and budget. (including the connection to the Asset Management Plan)
- ▶ The Plan can be referred to when decisions are being made to ensure that the decision fits with the Action Plan and long-term direction of the Township
- ▶ Council can use the Action Plan as a tool to monitor how successful it has been in implementing goals, where there have been delays and where additional resources need to be targeted.
- ▶ The Plan can be used to demonstrate to the community that it has listened to the input from residents. Regular Plan progress reports will increase transparency.
- ▶ The Plan can be used to say “No” to requests for projects that will sidetrack the Council from achieving pre-established priority goals.

Proposed Monitoring Strategy

- ▶ Monthly review of Action Plan by Clerk or CAO
- ▶ Ongoing review of priorities by Council at regular meetings
- ▶ Quarterly review at Council to determine achievements and identify areas that require further work or resources
- ▶ Annual staff report to Council on status of all items in the Action Plan. Assessment of priorities for the coming year by Council. Revisions made as necessary.
- ▶ Annual Town Hall meeting to communicate progress on the Action Plan during the previous year and priority actions for the year ahead

Proposed Revision Process

A Community-Based Strategic Plan is a living document that will continue to change as needs and priorities change.

Each year, as part of the annual review by Staff and Council, recommendations will be made to make revisions or updates to the existing plan. This could include the removal of completed initiatives, changing the priority order of actions within a department category or identifying funding opportunities for specific projects.

Changes to the Plan will be made by Council during a regular meeting and approved by motion.

Staff will track all changes on a Tracking Log and a new number will be given to the updated Plan to ensure the latest version is used at all times. (See sample Revision Tracking Log)

Proposed Communication Strategy

- ▶ To continue to have the “buy-in” for the Plan from the Community, it is recommended that an annual Town Hall style meeting take place after the annual review of the Plan by Council. This should include an opportunity for residents to learn:
 - what has been achieved during the past year
 - what still needs to be accomplished
 - the resources required to achieve those goals
 - the challenges in finding resources to achieve those goals
- ▶ Regular updates on the Township website
- ▶ Progress updates in any newsletters or information circulated with the tax bills

Wollaston Township Community-Based Strategic Planning

Next Steps

- ▶ 1. Finalize Survey questions and launch on Survey Monkey
 - Promote Survey
 - Make hard copies available
- ▶ 2. Finalize Focus Group targets and develop questions
 - Identify best method of reaching attendees to participate in focus groups
 - Set dates for focus groups