



Office of the CAO

MANAGEMENT REPORT

Date: April 29, 2019

To: Mayor and Council

From: Rob Horne, CAO

Report #:

Attachments: Finalized Strategic Priorities Package
Strategic Priorities Matrix
February 2019 - Initial Engagement - Insights Summary
March 2019 - Pop-Up Engagement - Feedback Summary

Title: Stratford City Council Strategic Priorities 2018-2022

Objective: To recommend the adoption of Council's Strategic Priorities, mission, vision, and values, for the 2018 to 2022 term.

Background:

In January 2019, Council retained Overlap Associates Inc. (Overlap) to guide its Strategic Priority setting exercise, and to create a mission, vision, and values for the City of Stratford. The priorities would be used to guide Council's core initiatives throughout its 2018 to 2022 term. The mission, vision, and values are recommended to be adopted for the longer term (i.e. beyond the current Council term of office).

Council undertook this priority-setting project using the following process:

- ⇒ Initial kickoff meetings were held in January between City staff and Overlap to outline the project objectives and establish key dates and milestones;

- ⇒ Initial public consultation was held in February to ask the community what their vision was for the future of Stratford. A widely advertised¹ public open house was held on 11 February and feedback was accepted online for 10 days at www.stratfordcanada.ca/strategy;
- ⇒ We received 67 online responses and 30 people attended the open house. Synthesized feedback is attached for your review;
- ⇒ This feedback was reviewed by Council and used to inform Council's first draft of strategic priorities, which were created during two lengthy workshops, held on 26 February and 18 March;
- ⇒ Council's draft priorities were then brought to the public for further input online for 10 days at www.stratfordcanada.ca/strategy, and at four widely advertised² Strategic Priority Pop-Ups, held as follows:
 - Tuesday 26 March, 11:00am-1:00pm, Stratford Rotary Complex (Agriplex)
 - Friday 29 March, 10:30am-12:30pm, The Local Community Food Centre
 - Saturday 30 March, 9:00am-11:00am, William Allman Arena
 - Saturday 30 March, 12:00pm-2:00pm, Stratford Public Library
- ⇒ We received 105 online responses and 65 people provided feedback at the popups. Synthesized feedback is attached for your review;
- ⇒ Public feedback on the draft priorities was used to help Council revise and refine their priorities during the final Strategic Priority workshop on 8 April 2019;
- ⇒ Thereafter, Overlap revised the priorities according to Council direction, and have created the attached final draft for Council's formal consideration.

Analysis:

The attached Strategic Priorities were developed with extensive opportunity for community input. There was general alignment between the community input we received and Council's priorities.

a) Importance

Strategic Priorities are essential to ensuring that Council's core initiatives are aligned with an approved strategic direction throughout the 2018 to 2022 term. Furthermore, the mission, vision and values are the first corporate wide formalization of these aspects

¹ Advertised in the newspaper, social media, and the City's website.

² Advertised in the newspaper, social media, the City's website, and the radio.

in a number of years, and will be used corporately for a variety of purposes, including staff development and recruitment.

b) Alignment

The attached Strategic Priorities Matrix is designed to gauge how well future opportunities might align with Council's priorities. It is important to note that this is not intended to be used as a decision-making tool; rather, it can be used by Council to guide and inform their decision making process.

c) Reporting

Reporting measures are being developed, and progress will be measured and reported to the public at least every six months.

d) Next Steps

- ⇒ Pending Council approval, Overlap will reformat the attached documents and add graphics;
- ⇒ The finalized documents will then be posted on our website for public access, and will be made available in alternative formats as needed;
- ⇒ The mission, vision, and values will be widely posted throughout the City, including at range of City facilities and on the City's website;
- ⇒ City staff will contact a variety of community stakeholders to ensure that they are aware of the finalized priorities, and to ask that their work align to the City's as closely as possible.

Stratford's Corporate Leadership Team (CLT) extends their thanks to the community for taking the time to provide their invaluable input throughout this process. CLT also wishes to thank Council for the considerable time and effort they put in to developing these priorities, and the City's mission, vision, and values.

Recommendation:

That Stratford City Council adopt the attached Strategic Priorities, as developed with the assistance of Overlap Associates Inc. and with broad opportunity for community input, to guide and focus Council's key activities over its 2018 to 2022 term;

That the attached Mission, Vision and Values for the City of Stratford, developed with the assistance of Overlap Associates Inc., be formally adopted as corporate statements;

That staff be directed to use the Strategic Priorities, Mission, Vision and Values to guide its work in advising Council and in exercising its administrative responsibilities;

That a Communications Plan be developed and implemented which makes this work widely available to the community and to any other parties interested in this initiative;

That staff provide regular update reports to monitor the progress of Council's Strategic Priorities, the results of which are also to be made available to the public;

And That citizens and groups throughout the community be encouraged to align their activities to Council's Strategic Priorities wherever possible.

City of Stratford Strategic Package

Copy Version

April 2019

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Mission, Vision, Values

Mission Statement

To provide services to support a sustainable, caring community with exceptional quality of life.

Vision Statement

A vibrant city, leading the way in community-driven excellence.

The City of Stratford Values

Integrity

To be fair, transparent, and hold the public's best interests in all decision making

Respect

To recognize and consider all perspectives and recognize the value of all input

Caring

To show genuine interest in the well-being of everyone in the community and to demonstrate compassion in our work

Progress

To be innovative and proactive by thinking and acting beyond our current state and embracing new ideas

Collaboration

To seek community partnership and work together toward a common goal

Strategic Priorities

Mobility, Accessibility, and Design Excellence

Improving ways to get around, to and from Stratford by public transit, active transportation, and private vehicle. Designing options that are accessible to people of all levels of ability.

Success by the end of this term can look like:

- Improved Pavement Management Index (PMI)
 - Completing an Asset Management Plan and assessing road deficit
 - Budget investment to further close the road deficit
- More sufficient year-round parking
 - A downtown land use assessment
 - Horizontal vs. vertical growth opportunities in parking
- A sustainable inter- and intra-city transit program
 - Developing partnerships
 - Marketing to build ridership
 - Launching the pilot service (county and regional)
- A safe, connected active transportation network
 - A Bike and Pedestrian Master Plan
 - Consistent capital budget investment in active transportation

Strengthening our Plans, Strategies, and Partnerships

Partnering with the community to make plans for our collective priorities in arts, culture, heritage, and more. Communicating clearly with the public around our plans and activities.

Success by the end of this term can look like:

- Further activating Market Square
 - Determining the impact on surrounding businesses and BIA involvement
 - An increase in attendance and number of events booked
 - An increase in variety of events and general use
 - A decrease in vacant storefronts
- More fulsome communication
 - Community engagement to develop a Corporate Communication Plan
 - Targeted community outreach
 - Determining engagement platforms and tools
 - A finished external and internal website refresh

- A Sports Tourism Strategy
 - Cataloguing current events and tournaments
 - Maximizing technology
 - Generating spillover impact on our local economy
 - Optimizing the availability and capacity of facilities
 - Increasing the flexibility of uses within/at facilities
- Building community well-being through partnerships
 - Developing city statistics by drawing from and sharing information with other agencies
 - Further research into quality of life in Stratford and opportunities for improvement

Developing Our Resources

Optimizing Stratford's physical assets and digital resources. Planning a sustainable future for Stratford's resources and environment.

Success by the end of this term can look like:

- Progress towards zero waste
 - Building a biodigester
 - Establishing a green bin/organics program
 - Updating climate action and waste reduction plans (with pressure on manufacturers to change packaging)
 - Introducing electric city vehicles
 - More greening of the city
- Increasing affordable housing
 - Including affordable housing incentives in new developments
 - Increasing mobile rent supplement
 - Beginning Phase 2 of Britannia Street Housing development
 - Repurposing surplus city-owned properties where appropriate
 - Securing more funding to build new housing
- Starting the Grand Trunk Community Hub
 - Gathering final community and partner input (including our active seniors partners)
 - Formal financial partnerships (YMCA, University of Waterloo)
 - Securing funding from Provincial and Federal governments
 - Final decision-making on facility details
 - Formal Council approval to proceed

Widening Our Economic Opportunities

Strengthening Stratford's economy by developing, attracting, and retaining a diversity of businesses and talent.

Success by the end of this term can look like:

- Bringing new industrial land to market
 - Purchasing land
 - Partnerships with developers
 - A servicing strategy
 - Infrastructure installation
 - A marketing plan
 - Starting new developments
- Increasing residential development at all levels of affordability
 - Working with local developers
 - Including a focus on mid-level affordability
- Balancing supply and demand of the available labour force
 - A decrease in unfilled jobs
 - Supporting skills development
 - Increasing partnerships with senior government levels

Appendices (attached separately)

Prioritization Tool

Initial Engagement Insights Report

Pop-Up Engagement Feedback Summary

City of Stratford

Strategic Priorities Matrix

A tool to support decision-making

About this tool

This is a tool to gauge how well opportunities align with the City of Stratford's Strategic Priorities for 2019-2022. It is intended to guide and support the decision-making process, and not intended to be the sole decision-making tool.

How to use this tool

The tool is a matrix. Across the top are the four Strategic Priorities. Along the left-hand column are three criteria to measure the potential impact, momentum, and match of an opportunity to each Strategic Priority.

- Identify the opportunity to consider and state it at the top of the page.
- Start with the left-most Priority. Use the prompt questions in the top criteria to assess the idea for how well it fits that Strategic Priority. Use a scale of red, yellow, green. Red means there is no fit between the idea and the Priority, Green means a strong fit, and yellow means the fit is uncertain. Write "red", "yellow", or "green" in the corresponding cell.
- Continue to assess the opportunity against all three criteria. Repeat the process for each Strategic Priority. As they arise, note considerations that are important to remember.
- Use your results to prompt discussion when making decisions related to this opportunity.



The Opportunity: _____

	2019-2022 Strategic Priorities			
	Mobility, Accessibility, and Design Excellence	Strengthening Our Plans, Strategies, and Partnerships	Developing Our Resources	Widening Our Economic Opportunities
Potential Impact <ul style="list-style-type: none"> Does the idea make a significant difference for this Priority? Does it address several problems in this Priority at the same time? Does the idea make it easier to pursue other opportunities in this Priority area? 				
Momentum <ul style="list-style-type: none"> Is there stakeholder demand for the idea related to this Priority? Is the idea timely (are there are upcoming events/initiatives in this Priority area that are likely to help the idea)? 				
Match <ul style="list-style-type: none"> Is the idea consistent with this Priority's objectives? Does the Priority bring unique assets or approaches to the idea? Does implementing the idea benefit the Priority area? 				
What considerations come to mind?				



Initial Engagement Insights Summary

CITY OF STRATFORD STRATEGIC PRIORITIES
Wednesday, February 20, 2019

Overlap
Associates_

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Introduction

On Monday, February 11, 2019, the City of Stratford hosted an Open House at City Hall for public consultation. The aim of this engagement was to gather public input and opinions to carry into the development of City Council's strategic priorities for 2019-2022.

During the four-hour, drop-in Open House participants circulated through four stations to provide feedback with multiple prompts and through multiple methods. Participants shared memorable Stratford milestones and anticipated events on a past and future timeline on the City. They shared what they love and what they would like to improve about Stratford. They described the values they wish Council to uphold for setting strategic priorities. Finally, they shared their big picture vision for Stratford and their practical ideas for achieving that vision. The City also held simultaneous online engagement with similar sequential prompts for open-ended responses.

This report is a summary of what participants shared during the Open House and in the accompanying online engagement. This report is intended to be shared with City Council and other decision makers as we continue in the development of Council's strategic priorities.

Who We Heard From

Approximately 30 people dropped by to participate in the Open House. A further 67 people participated in online engagement by responding to open-answer questions. Twenty-three participants from the Open House chose to identify themselves by one of four categories:

6 CITY STAFF, COUNCIL, AND COMMITTEES

Including those from the Business Improvement Association, Library, Police service, investStratford, and the Stratford Accessibility Advisory Committee.

5 BUSINESS SECTOR

Including business owners, entrepreneurs, and consultants.

4 NON-PROFIT, HEALTH, AND SOCIAL SECTORS

Including those from The Stratford Festival, the Stratford and Area Builders Association, and the Stratford Perth Community Foundation.

8 GENERAL PUBLIC

Including those who identified as new to Stratford and as older adult residents of Stratford.

What We Heard

Participants were enthusiastic to share their opinions and ideas and learn those of others’. Attendees all participated with the exhibits in some form to describe their critique, praise, and hopes for Stratford. A strong sense of pride in Stratford and commitment to improving the City was apparent from all participants.

VALUES

Participants wished the City of Stratford to embrace the following values while developing strategic priorities:

Respectful of Residents and Environment

- Showing integrity
- Showing consistency
- Innovative and progressive
- Caring and empathetic
- Green (environmental)
- Respectful of heritage

Collaborative

- Open to partnerships
- Supportive of others who provide services
- Not duplicating efforts
- Valuing contributions of service clubs and non-profits
- Support of tourism

Diverse

- Diverse in age
- Diverse population growth
- Using universal design for accessibility
- Inclusive
- Supportive of lower income residents
- Promoting health and wellbeing
- Placing focus on youth attraction and retention

Communicative

- Clear
- Communicative
- Diverse forms of communication
- Open to input and communication with the public
- Taking a customer service attitude

What We Heard

FAVOURITES

Participants described what they love about Stratford. Responses fell into the following categories:

Activities

- Great food scene
- Lots to do
- Diverse arts and sports
- The library
- Arts and culture
- Smart technology

Community


- Friendly people
- Sense of community
- Progressive attitudes
- Philanthropy
- Openness to the future

Beauty and Heritage

- It's beautiful
- Parks
- Cleanliness and safety
- History and heritage buildings
- Walkability
- Market Square and City Centre

Local Pride

- Support for local industry
- "Punches above its weight"
- The effort and leadership of City Council and Mayor



“A welcoming, diverse city that punches above its weight economically and hugs above its weight socially, and cares through action environmentally.”

A VISION OF STRATFORD FROM AN OPEN HOUSE PARTICIPANT

What We Heard

AREAS FOR IMPROVEMENT

Participants described what they would like to see improved in Stratford and ideas they had towards achieving their visions for the future of Stratford.

Getting Around

- Physical accessibility
- Trails
- Road maintenance
- Bike friendliness
- Downtown parking
- Walkability
- Pay by phone parking
- Active transportation
- Safer cross-walks

Public Transit

- In town transit/shuttle
- Transit reliability
- Transit hub downtown
- Commuter and inter-regional

Affordability

- Lower taxes and tax increases
- Affordable housing
- Rent controls
- Landlord accountability
- Everyday and affordable shopping
- Affordable festival access for locals

Arts and Recreation

- Recreation master plan
- Investment in Stratford Tourism Association
- More community spaces
- City hall building use for an arts, heritage, and culture centre
- Community hub
- Accessibility for tourists
- Diverse community and sports programming
- Salvage centre
- Urban chicken farming
- Swimming pool
- Nightlife

Environment

- Water and lake protection
- Greener
- Renewable energy
- Climate change plan

What We Heard

AREAS FOR STRATFORD TO IMPROVE (CONTINUED)

City Management

- Reduce city debt
- Fewer full-time employees
- Cohesive upper management
- More data for public consultations
- Transparent communication from administration and City Council
- Review of electoral and council structure (e.g. ward system)
- Not trying to please everyone
- Recycling and waste pick up
- Forum for communications and engagement events from the City
- Reduce red tape
- Data-driven and citizen-involved decision making
- Reduce focus on Facebook comments
- City website

Industry

- More industrial lots
- Diverse industry
- Streamlined permit approval
- Easier processes for small business ownership
- More workers

City Development

- Cooper site
- Vibrant downtown core development
- Mixed use development
- A long-term development strategy
- Advertise as a place to visit *and* to live
- Attract and retain young people
- A long-term vision
- Plan for the future of work (e.g. a slow economy, automation)

Health and Social Issues

- More industrial lots
- Diverse industry
- Streamlined permit approval
- Easier processes for small business ownership
- More workers
- More taking care of our neighbours
- Growing drug use
- Homelessness and shelters
- Doctors and walk-in services

Conclusion & Next Steps

The purpose of initial engagement was to inform City Council of the community's priorities as they develop strategic priorities for the next three years. This report is a summary of responses from community participants in the Open House and online engagement.

Over two sessions, February 26 and March 18, 2019, City Council will review this engagement and work together to develop a draft set of these strategic priorities. This will be followed by a second round of public engagement in early April 2019 to gather community input into these priorities.

“Stratford is a great place. Like anywhere, there are problems. But by listening to the community and responding to identified needs, you can make this city even greater.”

ONLINE ENGAGEMENT PARTICIPANT

The Initial Engagement and Insights Summary have been developed collaboratively with the City of Stratford and Overlap Associates.

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absolutely
possible.**

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Pop-Up Engagement Feedback Summary

April 9, 2019

Introduction

In March 2019 the City of Stratford conducted community engagement to gather a second round of feedback on their drafted strategic priorities for the 2019 to 2022 term. Overlap associates carried out the engagement in the form of “pop-ups” at multiple locations and strategic times of day to meet a diverse range of citizens in the places they naturally spend time.

Across three days and four locations, Overlap spoke directly with 65 people and a further 200 people engaged indirectly with the priorities on posters. The same prompt questions used in person were simultaneously included online with 105 respondents. This document summarizes their feedback and is intended for city Council and staff as a reference throughout this term as they carry out the priorities.

Likes

What the community liked, preferred, or resonated with most from the four priorities.

- Increasing businesses downtown
- Diversifying beyond the auto industry
- Keeping businesses in the city
- Focusing on improving public transit and active transportation comparable to big cities
- Focus on accessibility for everyone and keeping accessibility in mind for decision making
- Composting and a green bin system (many independent organizations see much public demand for this)
- Environmental sustainability focus for a greener city



- Intra-city bus service
- All of the priorities lead to economic development in some form
- Better roads and parking
- Handling of museum archives
- Emphasis on the people of Stratford, which make it such a great place
- Simple and focused plans
- Progressive priorities

Evidence of Success and Questions for Each Priority

Criteria and questions the community has related to how the priority will be carried out and what success would look like.

Mobility, Accessibility, and Design Excellence

Evidence of Success:

- More parking, especially in winter
- A parking location outside the core, with a shuttle service (e.g. St. Jacob's)
- UW providing accessibility site assessments
- Ensuring spaces are accessible for the visually impaired
- More bike lanes and trails
- Education for cycling safety and sharing the road
- Better road maintenance
- Sewage and flooding maintenance
- Better snow removal
- Using new materials to pave roads (e.g plastics)
- Free public transportation
- Electric cars and parking hubs
- Buses near the train station and city hall
- Updating public transit schedules for punctuality
- A smaller, more fuel-efficient bus fleet making more frequent trips
- A bus schedule to match community programs
- Stratford subway system
- Work with other towns to develop intra-city transit
- Better access to the airport, Toronto, and other cities
- Live staff at the train station

- Connecting all transit with GoTransit
- Putting older adults and people with disabilities at the forefront of decisions
- A turning lane at Downie Street stoplight
- Not lowering speed limits
- A bypass road for car and truck traffic
- Transit access to health care providers and hospitals
- Improvements to social infrastructure and public spaces

Questions:

- Are schools doing enough to encourage carpooling?
- Can Stratford own its own road paving equipment and not bother hiring companies that lay poor quality pavement?

Strengthening Our Plans, Strategies, and Partnerships

Evidence of Success:

- Involving everyone and all levels of government in the Grand Trunk project
- City support for affordable buildings for local and community arts and dance performances
- A downtown that is family friendly
- Live music downtown
- A central location for a senior's centre
- Older adults want to feel important
- Understanding why decisions are made
- Acknowledging the impact of cancelling programs
- A Stratford Youth Writer's Festival
- Student and youth involvement in all levels of government (e.g. student mayor)
- Networks to build momentum for youth to create social change
- A monthly city hall meet and greet
- Recognizing that communication is two-way
- A newsletter about council and city decisions well ahead of time
- Involving the library as a partner
- Reconciliation with Indigenous Peoples
- Ranked ballot elections and ward representation

Questions:

- How will we expand beyond food and the arts?
- How far does the city of Stratford see its partnerships and economic opportunities reach?
- Does "culture" only mean the Stratford Festival?

Developing Our Resources

Evidence of Success:

- Information for natural disasters
- Another library site with parking
- Cooper Site work is done
- Zero waste
- Declaring an environmental crisis (as Kingston did)
- City carbon tax
- Protecting native plants and trees
- More lobbying of Queen's park about environmental concerns
- Reducing single-use plastics and waste
- Cleaning up and beautify parks, water, and downtown
- Cultivating urban agriculture
- Protecting farmland from development
- Strengthening the GIS website with more detail and data
- Focusing on wind and solar energy and consider new ways to generate energy (e.g. burning garbage)
- Putting change stations in public washrooms
- More functional housing for older adults
- Improving drinking water
- A professional running track at schools

Questions:

- Will the community hub actually happen?
- Environmental Issues urgently need addresses. How does this fit in your plan?
- What are we doing to reduce reliance on fossil fuels?
- How much priority is being placed on passing the proposed new zoning bylaw?

Widening our Economic Opportunities

Evidence of Success:

- More technical businesses
- More Canadian-owned businesses for greater commitment to staying in the area
- Reduce empty storefronts
- Cheaper office space
- Improving year-round tourism
- Exposing conflicts of interest in real estate development
- A walk-in clinic

- More doctors and health care access
- More childcare spaces and children's programming
- Affordable activities for children and youth (e.g. indoor pool, drive in)
- More rental and housing stock
- Affordable housing and energy costs
- Affordability and sustainability standards for developers
- Keeping Stratford's population small and keep the city "quaint"
- Reducing debt
- Making the arts more affordable for the local population
- Homelessness assistance
- Retaining students and schools in the city centre
- Competitive wages for young talent
- Racial diversity with population growth
- Reducing crime rates
- Reviewing the impact of short term accommodations on the hospitality industry and rental prices

Questions:

- How will we address the shortage of doctors?
- What is the operational plan? How are these measured?
- How can Stratford support those on ODSP who have trouble making ends meet?
- Where is affordable housing?
- What are our plans to attract good paying businesses?
- How do we prevent Stratford from becoming a rental market?

General Questions

Additional questions and critique from across the priorities.

- Where are kids and families in these priorities?
- Where are older adults in these priorities?
- Where is a long term plan?
- What about poverty and addiction?
- Will we measure demographic and quality of life data?
- Will the City of Stratford establish an overall environmental design that will encompass all four of the priorities?
- What happens if the provincial government moves to amalgamate all of the Perth County municipal governments?

- How might we remember to think outside the box and be creative with opportunities which may not fit easily into one of these four categories?
- How can the Stratford Public Library factor as much as possible in each priority?
- How do we actively engage investStratford in measurement and tracking of these priorities?