



Report to Council

TO: Mayor & Council
FROM: A. Petrin, Human Resources Manager
DATE: July 23, 2015
SUBJECT: Strategic Plan Draft

Please see the enclosed draft of our Strategic Plan for your review at the meeting of July 27, 2015.

Respectfully,

A handwritten signature in blue ink, appearing to read "A. Petrin".

Aaron Petrin
Human Resources Manager

<p>Council approval of this report will confirm the wording of strategic initiatives, appropriate dates and responsible parties for furthering of the Strategic Plan.</p>

Vision, Mission & Values

Vision

“A community with boundless opportunities”

Mission Statement

“Together we will create a safe, sustainable and attractive community that improves our quality of life and promotes economic growth and prosperity”

Values

1. Vision & Innovation
2. Integrity
3. Fiscal Responsibility
4. Sustainability & Stewardship
5. Quality of Life
6. Transparency
7. Community Engagement
8. Responsible Leadership
9. Partnerships
10. Inclusivity

Economic & Community Development

- Condo initiative review
 - The Town will re-examine the progress made to date with the condo initiative, make alterations to the project where required, and seek out a potential developer.
 - June 2016
 - CAO
 - RRFDC
- Casino development
 - The Town will work in conjunction with neighboring First Nations on a casino project to be located within the area.
 - September 2017
 - First Nations Relations Advisory Committee
 - RRFDC
- Working with the private sector to repurpose the mill
 - The Town will continue its ongoing efforts, working with Resolute Forest Products and the private sector, to identify possible purchasers of the existing mill facility
 - October 2015
 - Mayor
 - CAO
 - RRFDC
- Directional signage
 - The Town will implement new directional signage that incorporates the Town's branding within the community
 - *(CAO will discuss with RRFDC and allow them to select a timeline)*
 - RRFDC
- Parking in the downtown core
 - The Town will examine matters of parking within the downtown core and consult with all relevant stakeholders to ensure the most efficient & effective utilization of public parking spaces.
 - June 2016 (in conjunction with the creation of a Market Square)
 - Planning & Development Executive Committee
 - Bylaw Services

- ***Also include the Fort Frances Chamber of Commerce and/or the BIA?***
- Beautification/revitalization of the Town of Fort Frances
 - The town will examine the recommendations put forth from the Fort Frances Chamber of Commerce regarding the beautification & revitalization of the Town of Fort Frances
 - November 2015
 - Economic Development Advisory Committee
- Investigate the expansion of free WiFi offerings
 - The Town will investigate the viability of expanding free WiFi offerings in the community
 - March 2017
 - Economic Development Advisory Committee
 - IT Manager
- Investigation of enhancements of information infrastructure
 - The Town will investigate the potential enhancement of broadband infrastructure within the community, potentially considering the installation of an enhanced fibre optic network within the community
 - February 2018
 - RRFDC
 - Fort Frances Network Services
- Potential acquisition and utilization of vacated mill properties
 - Examinations of any properties that the current or future mill owners may want to divest themselves of for potential use by the Town
 - Ongoing throughout this term of Council
 - Mayor
 - Council
 - CAO
- Industrial park strategy
 - The Town will examine the current policies regarding the marketing of the industrial park lots and make possible amendments
 - October 2015

- Economic Development Advisory Committee
 - Municipal Planner
 - RRFDC
- Sports tourism initiative
 - Examine all aspects and potential opportunities related to sports tourism within the community, including the potential for expansion of existing services and event offerings
 - September 2016
 - Community Services Executive Committee
 - Economic Development Advisory Committee
 - Fort Frances Chamber of Commerce
- Review of residential development
 - Examination of potential subdivision development of town owned properties
 - May 2017
 - Council
 - Administration & Finance Executive Committee
 - Community Services Executive Committee
 - Planning & Development Executive Committee
 - Operations & Facilities Executive Committee
- Rainy Lake Market Square
 - The Town will undertake a demolition of the former Rainy Lake Hotel and rehabilitate the site into a Market Square concept development
 - September 2016
 - Chief Building Official
 - RRFDC
 - CAO
- Forest management structure
 - The Town will continue its advocacy efforts to ensure an effective management of the cross-route forest to ensure that access to affordable fibre is available for all existing and future forestry enterprises in the district
 - Ongoing initiative
 - Council

- CAO
 - RRFDC
- Explore First Nations business partnership opportunities
 - The Town will actively engage and support all area First Nation communities regarding all potential business partner opportunities
 - Ongoing initiative
 - First Nations Relations Advisory Committee
 - RRFDC

Governance & Corporate Initiatives

- Sustainable Community Plan
 - The Town will engage the services of a consultant to complete a community plan for the Town of Fort Frances that addresses environmental, social and economic sustainability strategies to ensure long-term community sustainability.
 - March 2018
 - Chief Building Official
 - Contracted consultant
- Accessibility Act compliance
 - The Town will ensure full compliance with all aspects of the *Accessibility for Ontarians with Disabilities Act* by meeting its legislated requirements during the implementation process and contributing toward a fully Accessible Ontario by the year 2025.
 - Ongoing initiative
 - Human Resources Manager
- Full community-wide implementation of Town's 'Boundless' brand
 - The Town will ensure that a complete and effective implementation of the Town's recent branding initiative is implemented throughout the Community & its operations
 - October 2016
 - Administration & Finance Executive Committee
 - Community Services Executive Committee

- Planning & Development Executive Committee
 - Operations & Facilities Executive Committee
 - Economic Development Advisory Committee
 - RRFDC
- Update of *Establishing & Regulating Bylaw for Fire Services*
 - The Town will complete an update of its establishing and regulating bylaw, taking into account the changing face of the community and its needs and services
 - February 2016
 - Fire Chief
- Feasibility of a Fire/Medic model for the Town of Fort Frances & the district (partnership)
 - The Town will complete a feasibility study of a fire/medic model for the community and surrounding Rainy River district, taking into account efficiency gains, cost center considerations, and the ability to operate effectively across multiple jurisdictions
 - February 2017
 - Fire Chief
- Negotiations with the *Fort Frances Professional Fire Fighters Association*
 - To complete contract negotiations between the Town and the Fort Frances Professional Fire Fighters Association, taking into account the expiration of the current collective agreement on December 31, 2015; and considering the need for responsiveness to the criteria identified in the establishing and regulating bylaw, as well as the economic circumstances of the community
 - June 2016
 - Human Resources Manager
 - Fire Chief
 - CAO
- Negotiations with *CUPE and its Local 65*
 - To complete contract negotiations between the Town and CUPE and its Local 65 taking into account the expiration of the current collective agreement on December 31, 2015
 - Human Resources Manager
 - Treasurer

- CAO
 - Operations & Facilities Division Manager
 - Community Services Division Manager
- Examination of alternative voting for the 2018 municipal election
 - The Town will perform a thorough examination of alternative voting opportunities for the 2018 municipal election – in the interest of cost savings, and ease of use for voters
 - March 2017
 - Municipal Clerk
- Development of complete terms of reference for Boards & Committees
 - The Town will undertake a review and develop a updated terms of reference and modernize the application process for Boards & Committees
 - April 2016
 - Municipal Clerk
- Website re-design and maintenance
 - The Town is currently undergoing a total redesign of the website and will complete a report for the protocol regarding ongoing maintenance and updates
 - September 2015
 - IT Manager
 - Manager of Community Services
- Investigation of long-term corporate software needs
 - The Town will investigate software options which may offer electronic billing and related services to our customers
 - The Town will investigate innovative, integrated municipal financial, asset and utility management software to enhance customer service and administrative efficiencies
 - December 2015
 - Treasurer
 - Administration & Finance Executive Committee
- Organizational succession planning and training
 - The Town will examine the composition of its current workforce to anticipate future recruiting needs and developmental opportunities for the purpose of succession planning

- November 2015
 - Human Resources Manager
 - Administration & Finance Executive Committee
- Review of museum services
 - The Town will examine its museum operations and the current levels of service
 - October 2015
 - Community Services Division Manager
 - Community Services Executive Committee
- Investigation of Green Space Plan
 - The Town will explore the use of existing green space and examine its impact on operational resources
 - _____ (need date)
 - Operations & Facilities Division Manager
 - Operations & Facilities Executive Committee
- Finalization of signed sewer and water agreement with Coochiching First Nation
 - The Town will work towards completing a formalized agreement with Coochiching First Nation for the provision of sewer & water services
 - November 2015
 - CAO
 - First Nations Relations Advisory Committee
- Updated inventory of municipal land
 - The Town will update its existing inventory of all classes of municipally-owned land (industrial, residential, commercial) and provide a detailed listing thereof
 - February 2016
 - Municipal Planner
 - Planning & Development Executive Committee
- Examine current marketing of Huffman Court subdivision
 - The Town will re-examine the marketing of the vacant lots within Huffman subdivision and will also reconsider the current development conditions pertaining to the purchase of vacant lots
 - September 2015
 - Planning & Development Executive Committee

Essential Services

- Future of health care services
 - The Town will work towards forming a committee with Riverside Health Care, the Fort Frances Community Clinic and the Physician Recruitment Committee to examine the challenges & opportunities regarding the delivery of health care in Fort Frances
 - October 2016
 - CAO
 - Council
 - Health care delivery stakeholder groups
- Support enhancement and development of a professional & skilled trades community
 - ***Were we parking this initiative or asking for more direction on it? If not, I'm seeking direction on wording.***
 - ***The Town will.....***
 - ***Target date***
 - ***Responsible parties?***
- Expansion of existing landfill site
 - The Town will develop a *Request for Proposal* package for a consulting service to expand upon the existing landfill site
 - March 2017
 - Operations & Facilities Division Manager
 - Operations & Facilities Executive Committee
- Investigation of accelerating infrastructure renewal program
 - The degradation of the Towns infrastructure necessitates an investigation into the its asset renewal program
 - September 2016
 - Operations & Facilities Division Manager
 - Operations & Facilities Executive Committee

Quality of Life Services

- Active Transportation Plan
 - The Town will present the recommendations of Phase II of the Active Transportation Plan to Council and implement any direction received in this regard
 - November 2017
 - Community Services Division Manager
 - Community Services Executive Committee
- Kiwanis Sunny Cove Camp
 - The Town will investigate the long-term use and potential of the camp for youth programming and economic development opportunities
 - November 2016
 - Community Services Division Manager
 - Community Services Executive Committee
 - Economic Development Advisory Committee
 - Kiwanis Sunny Cove Advisory Committee
- Support assisted living initiative
 - Council will support the initiative undertaken by the *Assisted Living Action Group*, through consultation and the provision of assistance that is within the Town's capabilities and in conjunction with other local authorities, such as Riverside Health Care and the Rainy River District Social Services Administration Board
 - Ongoing initiative
 - CAO
 - Council
- Sister Kennedy Centre operational review
 - The Town will conduct an operational review of activities and management of the Sister Kennedy Centre facility, in conjunction with its volunteer workforce
 - October 2015
 - Community Services Division Manager
 - Community Services Executive Committee

- Sister Kennedy Centre Board
- Investigate public-private partnership options for transportation
 - The Town will investigate public-private partnership options for transportation to enhance the dial-a-ride service and transportation services for individuals in the community whose mobility may be limited by functional disabilities
 - October 2017
 - Community Services Division Manager
 - Community Services Executive Committee
- Review of daycare services
 - The Town will review expansion opportunities into infant and toddler programs to address the growing waiting list for licensed child care services in the community
 - May 2016
 - Fort Frances Children's Complex Superintendent
 - Community Services Division Manager
 - Community Services Executive Committee
- Tennis court development
 - The Town will examine its role in supporting the construction, design, and ongoing maintenance of the future tennis court development
 - May 2016
 - Operations & Facilities Executive Committee
 - Community Services Executive Committee
 - Community Services Division Manager
 - Operations & Facilities Division Manager
- Support endorsement of an Age Friendly community designation
 - The Town will strive toward attaining the *Age Friendly Community* designation, to realize funding opportunities which support the health and wellness of older adults in our community
 - November 2016
 - Sister Kennedy Centre Board
 - Community Services Executive Committee
 - Community Services Division Manager

Opportunities & Challenges

Economic Development

- Mill closure
- Exchange rate
- Property tax shift
- Mine start-up
- Industrial park sales (increase)
- Broadband initiatives and emerging technologies
- Increased rail traffic
- Self-sufficiency vs supporting local trades community
- Quality of life to attract and retain talent...determinants:
 - Benefits
 - Pension
 - Salaries
 - Hours of work
- Private sector impact on our costs
- Slow growth in residential starts

Demographics

- Quality of life to attract and retain talent
- Aging population
- Community doesn't reflect Canada in 2015
 - Minimal immigration
- Workforce retention
- Diminishment of skilled workforce
 - Aging workforce
 - Turnover
 - Local talent vs importing talent
 - Skills gap
 - Labour demand outstripping labour supply
 - Invest (pay) now vs fail later
 - Entrepreneurs – younger generation

- Generational differences

Infrastructure

- Widening funding gap
- Broadband initiatives and emerging technologies
- Self-sufficiency vs supporting local trades community

Health Care Delivery

- Physician shortages

Partnerships

- First Nations
 - Growing population
 - Opportunities
- Upcoming labour negotiations
- Service provision within the district
- How to incentivize public-private partnerships

Changing Political Climate

- Provincial downloading
 - Accessibility
 - Contaminated sites (brownfield)
 - Reduction in Ontario Municipal Partnership Funding
 - Rationalization of electrical industry
 - Risk of assimilation
 - Protection of 1905 power agreement
 - Uncontrollable cost concerns
- Upcoming federal election
 - Implications?
- Trust issues with government officials
 - E.g.: Senate expense scandals
- Do more with less
 - Self-sufficiency
 - Funding depends on performance

Environmental

- Green initiatives
- Impact of climate change of infrastructure

Cross-Route Forest

- Future management of cross-route forest

Parking Lot Ideas

- Construction of a fort
- Interpretive centre
- Waterfront tent
- Access routes within and outside the community
- Medicinal marijuana
- Investigation of residential water meter implementation

DRAFT