



Township of Perth East

Part I – Corporate Strategic Plan 2012-2017

FINAL REPORT

September 10, 2012



Message from the Mayor

On behalf of Perth East Council, I am pleased to present the Township of Perth East Community Strategic Plan (2012-2017). Perth East, the County, and lower tier municipalities are proud to have partnered in the creation of a common vision, direction and goals.

Thank you to all of those who participated in the community engagement process and shared their knowledge of Perth East and their vision for the future. Your input has assisted Council in identifying corporate goals and actions necessary to achieve this common vision. It will guide decision making and investment in the future.

As Perth East continues to grow and change, this document will provide the foundation for decision making and investment in the future and will serve as a benchmark for evaluation and reflection.

I look forward to the long-term growth and improvement in Perth East as a result of this document.

Mayor Ian Forrest



Contents

1	INTRODUCTION.....	1
1.1	PURPOSE OF THE PLAN	1
1.2	STRATEGIC PLANNING PROCESS	2
2	CORPORATE MISSION, VISION AND KEY PRINCIPLES.....	4
2.1	MISSION STATEMENT	4
2.2	VISION	4
2.3	KEY PRINCIPLES	5
3	GOALS AND OBJECTIVES.....	6
4	THE CONTEXT FOR CHANGE	7
4.1	OUR COMMUNITY'S DYNAMICS	7
4.2	PLANNING FOR THE FUTURE IS UNDERWAY	10
5	THE COMMUNITY'S VOICE	11
6	SWOT ASSESSMENT	14
6.1	STRENGTHS	14
6.2	WEAKNESSES	15
6.3	OPPORTUNITIES	15
6.4	THREATS	16
7	CORPORATE ACTIONS FOR 2012- 2017	18
8	IMPLEMENTATION PLAN.....	21
8.1	DEPARTMENTAL SERVICE PLAN REPORT CARDS	26
8.2	CORPORATE STRATEGIC PLAN ANNUAL REPORT	27

PART II: KEY FINDINGS REPORT – BACKGROUND ANALYSIS AND COMMUNITY ENGAGEMENT

Images used with permission



1 Introduction

Strategic planning is one of the most important tools that a municipality can use to bring together the public, municipal staff and members of Council in the development of a common vision, direction and goals for a community. It can also function as an accounting mechanism, allowing management and the public to evaluate progress and ensure that the Township is moving in the right direction.

Rather than simply reacting to change, municipalities can examine issues and concerns with the goal to create a community that is sustainable, providing opportunities for business and economic growth, and a healthy lifestyle, while at the same time protecting its social and cultural connections.

While community sustainability doesn't necessarily imply growth or expansion, it does imply change. The decisions made, or not made will shape how a community develops and prospers. A corporate strategic plan therefore, builds an overall vision for a community and guides municipal decision making that will move the community towards its desired state. The plan also assists with prioritizing the management and use of the local assets as well as human, financial, physical and environmental resources.

1.1 Purpose of the Plan

The Township of Perth East, the County of Perth, the Municipality of North Perth, the Municipality of West Perth, and the Township of Perth South, have chosen at this time to undertake the development of corporate strategic plans. Recognizing that this work will result in five distinct plans that respect and reflect the unique qualities and services of each municipality and the County, this collective undertaking will result in a much stronger, cohesive, and complementary corporate strategic plan that will serve the municipalities well.

In 2010 the County developed an economic development strategy that served as a strong foundation for the Corporate Strategic Plan. The Plan demonstrates that the County and its member municipalities are committed to being forward thinking and innovative, while the coordinated approach creates a plan that is unique at the municipal level and strengthened at the County level. Today the health of local communities is directly tied to elements influencing social and environmental well-being and economic positioning. Building on local strengths in agriculture, manufacturing and the valuable economic contribution driven by the small to medium business base, the Township of Perth East will be well-positioned to capitalize on its collective social, cultural, environmental and economic strengths.



Specifically, the Plan will:

- Provide structure for mutually accepted goals and a common agenda for moving forward as a community over the next five years;
- Define the purpose of the community at large and its role in achieving stated goals; and
- Balance the aspirations of the community with municipal and local resources.

A detailed action plan targets the goals set out in this plan and contributes to the long term vision for the community. It also acts as a 'measuring stick' against which to evaluate decisions that will keep the Township on course in the coming years.

1.2 Strategic Planning Process

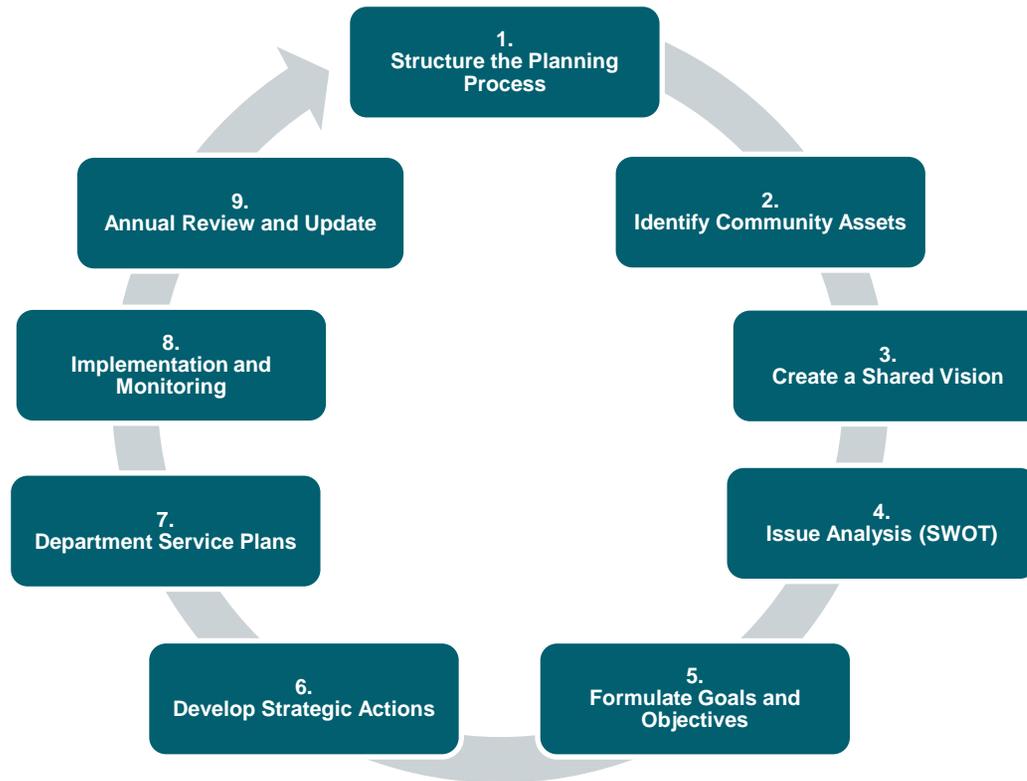
In developing a corporate strategic plan consideration has been given to a range of information related to Perth East's future growth and development. Figure 1 outlines the complete strategic planning process. Community assets were identified and a community economic profile was developed. This provided an understanding of the Township's relative competitive position in the County and the Province as a whole. A detailed narrative is provided in **Part II: Key Findings Report**.

Consideration has also been given to Township and County policies, strategies, programming and services.





FIGURE 1.1: STRATEGIC PLANNING PROCESS



A broad based community engagement process was also undertaken. Beginning in February 2012, interviews were completed with community leaders and stakeholders. In addition, the Township hosted two focus groups where approximately 30 people provided their input on the direction and focus for the Township's Corporate Strategic Plan. An online survey that attracted a further 359 residents from the County was also used to collect input from each community. At each point in the strategic planning process participants were asked to identify the assets, opportunities, priorities and vision for the community. A summary is provided in Part II.

Overall guidance and direction for the creation of the Corporate Strategic Plan was provided by the Perth East's Senior Management Team and Council.



2 Corporate Mission, Vision and Key Principles

Local government operates in a unique environment, in that it is a single organization providing a diverse range of services to both local residents and businesses. In the Township of Perth East, this environment is additionally complex because of the upper and lower governments and their separated responsibilities. Although this is done in the context of today's needs, planning and decision making must be collaborative, future oriented and forward thinking.

For rural regions such as the Township of Perth East, municipal services are delivered in the face of ever increasing demands for accountability, improved service delivery and cost management. The mission, vision, and principles of the corporate strategic plan provide guidance to Council and staff in the delivery of municipal services. In 2008, Council developed a clear vision and mission for the community, and these have been confirmed by the current Council.

2.1 Mission Statement

A mission statement captures the reason that the Township of Perth East exists, and guides the actions of the Township.

The Township of Perth East provides innovative leadership and services essential to creating an inclusive, thriving and sustainable community.

2.2 Vision

Based on input from residents, businesses, community organizations, municipal staff and members of Council, a comprehensive vision was created for the community.

The Township of Perth East will be an inclusive, thriving and sustainable community committed to maintaining harmony between rural and urban areas and fostering opportunities for current and future generations.



2.3 Key Principles

The Township of Perth East's 2012 Corporate Strategic Plan is premised on conducting municipal business based on key principles that reflect the goals, values and aspirations articulated by the community at large:

- **Integrity**
 - We practice high standards of ethical behaviour and conduct ourselves with an openness and transparency that inspires trust. We strive for the equitable and fair treatment of all as a foundation principle of our policies and practices.
- **Team Work**
 - We foster an environment of equality where people are included, valued and treated with dignity, and respect and work together as one for the benefit of the entire municipality. We build internal and external relationships to achieve common goals and resolve differences. We recognize our mutual interdependence within our own community as well as with our area municipalities and realize that we can best achieve our goals and vision by working together; building consensus, co-operating and supporting each other in flexible and innovative ways.
- **Service**
 - We strive to provide excellent public service, improve our infrastructure, and strive to understand and meet the needs of all those we serve within the available resources while meeting our legislated and mandated obligations.
- **Continuous Improvement**
 - We foster an environment of leadership, excellence and creativity. We continuously search for ways for improving efficiencies and effectiveness of the services we provide.
- **Fiscally Responsible**
 - We strive to undertake all aspects of our business in an effort to increase the efficiency of our provided services through prudence, thinking broadly and long-term; to balance both rural and urban responsibilities; and to do more with limited resources.



3 Goals and Objectives

The goals and strategic objectives contained in the plan build on the mission, vision and principles established through the strategic planning process.

Each goal, which sets the direction of the Township in its day to day operations, is supported by strategic objectives. These objectives are areas where the Township will focus its efforts over the next five years. A number of specific actions will guide Perth East in achieving its goals and objectives over the long term and are outlined in detail in Section 7.0.

- **GOAL 1: Ensure residents are being served by an efficient, cohesive and comprehensive service delivery model.**
 - Strategic Objective: Investment in and support of community infrastructure and services that reflect our rate of growth and rural nature.
- **GOAL 2: Create an environment that supports and engages a diverse range of local businesses.**
 - Strategic Objective: A heightened level of business activity in the Township, with increased diversity in the type of available positions.
- **GOAL 3: Support existing and new opportunities to engage the Township's residents and visitors.**
 - Strategic Objective: Support opportunities to grow and market community assets and programs to locals and newcomers with the overall goal of promoting Perth East as an attractive community to live and work in.
- **GOAL 4: Market the community's strong quality of life, business opportunities and residential offerings externally to attract new residents.**
 - Strategic Objective: Develop a clear brand for the Township that is attractive to outsiders and builds on existing community assets.

Once the Township Council has adopted the Corporate Strategic Plan, the Township will move forward with its implementation in partnership with its partner municipalities. Departmental service plans, goals and initiatives will be in line with the corporate strategic plan. The 2013 budget will take into account the new strategic plan and will incorporate short term actions as appropriate, and progress and performance results will be monitored regularly and reported to Council.

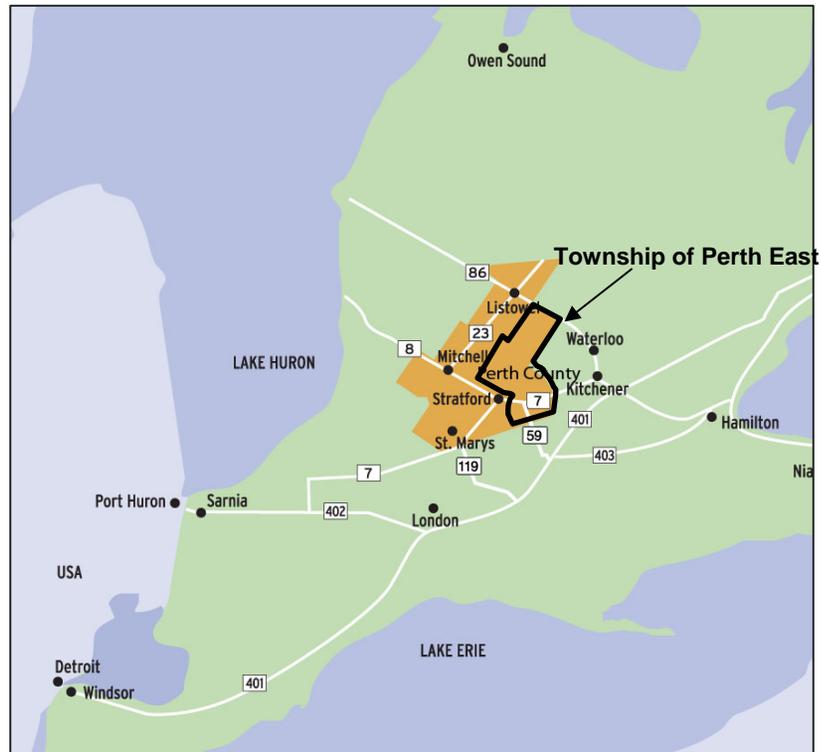


4 The Context for Change

4.1 Our Community's Dynamics

As shown in the following figure, Perth East is nestled in southwestern Ontario and is located in proximity to several cities in southwestern Ontario such as Stratford, Kitchener and Waterloo. While the Township is predominantly rural, the community places a high value on its agricultural landscapes and small town atmosphere. This quality of place value has been a leading reason for staying or choosing to live in the area.

FIGURE 4.1: LOCATION OF PERTH EAST



Source: County of Perth, 2009



The Township of Perth East's 2011 population was 12,028, which was a small increase (+42 residents) from the 2006 population, representing a 0.4% increase over five years. Despite the small population increase in the Township, it is estimated that the population in the County will increase to 41,214 by 2021, an increase of 9.7% over the 10-year period and an average annual rate of increase of 1.0%. In comparison, Perth County's rate of population growth is expected to be much lower than that of Toronto and the surrounding regions over the course of the next ten years, estimated at 13.2% (2011 to 2021).¹

Based on 2006 Census data, the largest segment of the population in Perth East is under the age of 20 (3,840) followed by the population 20-44 years of age (3,755). Perth County's 2009 population proportions indicate that the only proportion that has grown is the population over the age of 65. It is reasonable to expect similar trends in Perth East. Moving forward, an important consideration for the Township will be the provision of health and recreation services and amenities for this growing age group.

Average household income rates provide important information about the wealth generated or retained by the local population. High income rates suggest a high level of disposable income, which in turn could mean that there is a large affluent population. Based on 2006 Census data, Perth East has an average household income of \$69,841, which is considerably lower than that of Ontario (10%). Assuming a modest 1.5% annual rate of increase in household income since the end of 2005, the average household income in the County could climb to \$76,367 by the end of 2011. This indicator directly impacts the services and amenities that the community demands for retail shopping, employment compensation, housing, and recreational activities.

Perth County's working age population is more inclined to have a high school diploma or an apprenticeship or trade certificate as their highest educational attainment. Despite the lower educational attainment, the community benefits from being located within 75 kilometres from at least one of following postsecondary institutions: Conestoga College (Kitchener main campus); Fanshawe College (London main campus); the University of Waterloo (Waterloo and Stratford); and Wilfrid Laurier University (Waterloo). The proximity to these schools helps make post-secondary education more accessible for the population and enables the attraction of a workforce within higher educational attainment levels.

Part II: Key Findings Report examines the commuting patterns of community residents by using 2006 Statistics Canada Census data. The report states that there are 3,285 jobs in Perth East; however there are 6,805 residents in the labour force. There are over 2,400 residents that both live and work in the community; but Stratford is a clear employment centre for residents. To a lesser extent there is commuting among residents to Kitchener and Waterloo; which indicates a mobility connection with the Kitchener-Waterloo region.

¹ Growth Plan for the Greater Golden Horseshoe 2006, Schedule 3: Distribution of Population & Employment for the Greater Golden Horseshoe 2001-2031.



The study also examines labour force trends for the local municipalities and identifies that there are much higher percentages among Perth East for the working class and agricultural class compared to St. Marys, Stratford and the Province. These results are due to the county's heavy concentrations in trades, processing and primary industry occupations.

A location quotient (LQ) analysis was used in the **Perth, St. Marys and Stratford Economic Development Strategy and Action Plan** to determine the level and degree of industry specialization and thus the economic diversity that may be developing in the Township. A commonly used tool in local/regional economic analysis, location quotients demonstrate the concentration of economic activities within a smaller area relative to the overarching region in which it resides. A location quotient greater than 1.0 for a given sector indicates a local concentration of economic activity as compared to the overarching region (either Ontario or any other region) and may be an indication of competitive advantage with respect to the attraction of that industry sector. Location quotients equal to 1.0 for a given sector suggest that the study area has the same concentration of economic activity as the overarching region. Finally, a location quotient of less than 1.0 suggests that the community does not have a strong competitive advantage in that sector.

In theory, an industrial or business concentration that is greater than the overarching regional average may also represent the export base of the Township (both in terms of products or services). Businesses that make up this export base may have chosen to locate in the community due to certain local or regional competitive advantages. These competitive advantages can be used to attract additional investment, in the same or complementary industries. For the purposes of this study we have calculated location quotients that compare the Region's industry sector employment concentration relative to the Province of Ontario.

The very high LQ in the agriculture industry in Perth East is a clear indication of the strength and importance of this industry. Another industry that was in the high range was construction. Two industries that are driving the high labour force concentrations are specialty trade contractors and heavy and civil engineering construction.

The **Perth, St. Marys and Stratford Economic Development Strategy and Action Plan** provides recommended directions for economic growth for:

- **“Lone Eagles”**, which are described as knowledge workers with highly transportable skills such as writers, analysts, accountants, trades people, sales professionals and other advisors. This sector requires minimal dependence on local infrastructure and the size of their business can potentially grow into larger operations.
- **Value added agriculture sector** – There are opportunities to embark on producing specialty foods, pork processing and producing bio-materials for the renewable energy markets.
- **Green and technology based manufacturing sector** – Although this sector of the economy has experienced stagnating growth, there are business opportunities in alternative energy manufacturing products.



- **Arts, culture and tourism sector** – There is a continued need to add tourism product offerings and better integrate these offerings with Stratford's Shakespearean Festival and larger regional sector.
- **Main Street commercial development** – These main streets represent the heart of each rural community and require municipal investment in making them attractive places for private sector business investment.

It is expected that these sectors will direct future economic growth in the Township.

4.2 Planning for the Future is Underway

In developing the Corporate Strategic Plan consideration has been given to the Township's existing policy framework and the broad based planning efforts that are underway that have a direct bearing on the overall development and management of the Township in the next five years. A focused review of Township documents was conducted to ensure effective alignment between the Township's existing framework for growth and the direction provided in the Corporate Strategic Plan. A detailed narrative of this review can be found in Part II.

More specifically, the Township's commitments, as described earlier, are:

- **Integrity** – Practicing high standards of ethical behaviour and conducting municipal services with openness and transparency.
- **Teamwork** – Fostering an environment of equality where people are included, valued and treated with dignity, respect and work together as one for the benefit of the entire municipality.
- **Service** – Providing excellent public service, improving infrastructure and striving to meet the needs of all those in the community within the available resources and legislated obligations.
- **Continuous improvement** – Fostering an environment of leadership, excellence and creativity.
- **Fiscal responsibility** – Striving for efficiencies and doing more with limited resources.

Perth East also conducted a building conditions assessment for its facilities, which is in alignment with the Township's commitments of continuous improvement and fiscal responsibility. The report recommendations addressed assessing the best use of building space and monitoring maintenance and operating costs.

All of the community's dynamics and strategic planning documents presented in this section will help inform the corporate strategic plan. The next step is to provide a synopsis of the opinions and thoughts of the community.



5 The Community's Voice

The opinions and perspectives of local residents, business leaders, community stakeholders, politicians and municipal staff have been taken into consideration in the development of the Township's corporate strategic plan. Community engagement is considered a vital component of the planning process, as it enables a relevant and current assessment of the Township's strengths and weaknesses and gathers a broader understanding of the needs, values and aspirations. These needs, values and aspirations gathered here are the perspectives and opinions of those who participated and have not been validated as reflecting fact.

FIGURE 5.1: NEEDS, VALUES AND ASPIRATIONS MATRIX

Needs	Values	Aspirations
<ul style="list-style-type: none"> ■ Improvements to the Township's energy (i.e. natural gas) supply. ■ More affordable housing options, especially for the seniors' population. ■ Increased access to family doctors and specialized health services as the population continues to age. ■ More recreational programming. ■ More affordable food and clothing options instead of travelling to larger centres for these products. ■ Improved communication between residents, Council and administrative staff. ■ More intergovernmental collaboration. ■ Youth and young people to stay in the area and immigrants and newcomers to move to the area. ■ Continued civic engagement from community members. 	<ul style="list-style-type: none"> ■ Friendliness of the community ■ The rural, small town lifestyle ■ Proximity to urban areas, but with a 'small town feeling' ■ The strong, vibrant agricultural base and rural culture/ heritage ■ Fiscally responsible given limited resources 	<ul style="list-style-type: none"> ■ A community that offers programs and services that are attractive to young families and young people. ■ Prosperous agricultural land and related businesses. ■ Continue to offer the small town lifestyle in proximity to urban amenities. ■ A diverse population base. ■ Efficient delivery of municipal services. ■ Better coordination of services. ■ Sufficient opportunities for youth to remain in the communities. ■ Youth and ethnic groups are actively engaged in the community. ■ Citizens are actively engaged in community projects.



The community was engaged in a variety of ways including community conversation sessions, stakeholder interviews, an on-line survey, staff sessions and Council sessions. Summaries for these community engagement results are found in Part II. Over 135 individuals participated in this process across the Township. Throughout the extensive process the community was asked to provide input to a series of questions, such as

- What makes Perth East a unique place to live or work?
- What is your vision for Perth East?
- What are the top three priorities for Perth East to achieve this vision?
- What are the barriers to achieving these priorities?
- What is the County and Township's role in addressing these priorities?

The Figure 5.1 illustrates the opinions that emerged as to the perceived needs, values and aspirations of the community.

During the community engagement process and the review of existing policies, six areas of activity for the Township emerged as priorities for the next 5 years. These issues are listed below according to the frequency they were repeated during the community engagement process, which is fully summarized in Part II.

Extend a Supply of Natural Gas

Many members of Council have placed a high priority on extending a supply of natural gas in the Township. This will provide many residents and businesses with a lower-cost energy alternative.

Preserve Farmland and the Rural Community's Character

Many community members want to preserve the farmland and maintain the rural character. Municipal planning was often brought up as a means to preserving farmland and maintaining the rural character.

Cooperation between Levels of Government

There is strong support from residents to cooperate with other municipal governments and the County and progress towards a unified vision for the area. Bylaws and planning regulations between the two levels of government are seen by many as in need of harmonization. There are also strong views both for and against amalgamation and the issue needs to be addressed in the near future.



Support Business Development

There is strong support in the communities to increase industrial, processing and manufacturing businesses. The community benefits with increased employment and spin-off business opportunities. There is also strong support to revitalize downtowns and sustain agribusiness industries.

Support Population Diversity

Residents are supportive of the need to become more welcoming to immigrants and newcomers. The Township needs to encourage diversity in an effort to retain the population base.

Engage the Community

There were many community members that identified a lack of engagement on the part of Township Council. Township administration will need to encourage and motivate citizens to be engaged in local issues.





6 SWOT Assessment

An assessment of the Township's strengths, weaknesses, opportunities and threats (SWOT) is intended to inform the corporate strategic plan. Strengths are the unique factors or assets that the community can build off and capitalize on for the unique elements. Weaknesses are current areas of disadvantage which may require strengthening or repositioning. Opportunities are the external factors that can play a significant role in determining the community's possibilities. They can directly influence the types of strategies, whereas threats are external factors that present challenges to a community.

This SWOT assessment has been compiled based on background research, socio-economic profile and the results of the community engagement process.

6.1 Strengths

It is essential that the corporate strategic plan leverage the unique assets and characteristics of the community in a way that will lead to long term community sustainability.

Proximity to Urban Areas

Many residents stated that they enjoyed the proximity to urban amenities with the benefits of being a safe, friendly and charming rural, small town.

High Level of Community Engagement

There was an overwhelming supportive and engaged community during this project's process. This level of engagement indicates that the community is concerned about its future directions and priorities.

Strong Agriculture Community

Agricultural production and the support industries are a very important sector for the Perth East economy. The economic data and community engagement process confirmed the importance of the sector and the need to protect the farmland for agricultural production.

Good Health Care Services

Many residents appreciate the level of health care services that they receive, including accessible hospital services, clinics, family physicians, emergency medical services (EMS), dental services and other health care specialists.



Proximity to Arts & Culture

The proximity to Stratford and the arts and culture programs available in this city are within a short distance and a great asset for the area.

6.2 Weaknesses

This sub-section discusses the weaknesses that constrain the Township. It is vital that action is taken to address these barriers.

Slow Population Growth

The County and Township has experienced slow population growth over the previous years. Slow population growth is expected to continue through to 2021. Based on population estimates, the proportion of the County's population that is expected to grow is among those 65 years and older. There are an insufficient number of youth and young people who stay in the area. There are also an insufficient number of immigrants who locate to the area.

Lower Level of Disposable Income

There is a lower level (i.e. 10% less) of disposable income among residents compared to the Province of Ontario. This weakness makes the community less attractive for population-supporting businesses.

No 400 Series Highway

There is no direct Highway 400 series access in the region. In addition, there are no four lane roads. Highway 401 is located to the south of the region and the closest four lane access point is to the east, close to New Hamburg.

6.3 Opportunities

The following opportunities will influence the direction of the corporate strategic plan.

Improvements to Communicating with the Public

Residents are interested in more frequent communications about services and value for tax dollars spent.



Identified Target Sectors for Business Investments

The County's economic development strategy targets strategic investment for 'Lone Eagles', value-added agriculture, green and technology-based manufacturing, arts, culture & tourism sectors and Main Street commercial.

Partnerships and Collaborations in Service Delivery and Governance

There is a mindset that the County and local municipalities need to partner and collaborate with each other for the longer term sustainability of the area. The community wants to reduce duplications and inefficiencies. The topic of amalgamation surfaced as an issue that needed to be addressed by the County and local municipalities. Amalgamation could potentially improve local representation, collaboration and reduce duplication and inefficiencies. Specific examples of duplication were not pointed to during the community engagement process.

6.4 Threats

Perth East will need to address or manage the following internal and external threats that are preventing the Township from achieving their vision and mission. The following discussion lays out the key threats facing the Township in effectively implementing the corporate strategic plan.

Internal Attitudes

Some residents stated that there were issues between the 'old rural' population and the 'new urban' population. There was a lack of understanding of the agriculture industry and practices which created tensions. In addition, some residents preferred the status quo over community changes.

Becoming More of a Bedroom Community

The Highway 7 & 8 expansion has made it easier for people to live in Perth East, but commute to work daily in Kitchener-Waterloo.

County and Local Municipal Governance

Governance between the county and local level of government was seen as a major threat to addressing community priorities. Reactionary, as opposed to proactive, planning and funding processes need to be addressed by the government.



Rural Population Decline

Many residents are concerned of the decline of the rural community as there are fewer family farms and fewer children. In addition, residents are concerned of the township's attractiveness to immigrants and newcomers.

Limited and/or Inadequate Funding

A challenge for Perth East is to manage the limited funds for future investment while being fiscally responsible given budget constraints, particularly as it relates to managing physical infrastructure investments (i.e. water, sewers, roads and recreational facilities). Perth East will need to secure external funding from sources such as the provincial and federal governments.

Stringent Regulations

Many regulations for planning and buildings are set by the Province of Ontario. Planning policies and building regulations set by the County and local municipalities can also prevent development from happening (e.g. farmhouse severances and farm building projects). There was a strong desire to reduce the amount of 'red tape' and bureaucracy currently surrounding the permits and approvals process both at a municipal and county level. Simplifying the development process would encourage residential and non-residential development and create a more welcoming atmosphere for developers. Specific suggestions for improvement were not provided during the community engagement process.



7 Corporate Actions for 2012- 2017

The development and implementation of a corporate strategic plan will pay significant dividends for the Township of Perth East. It identifies the steps to follow that build on the input and insight received during the community engagement process. The plan helps to improve coordination and collaboration with stakeholders and staff involved in the implementation effort. In addition, the plan contributes to consensus building within the community and within municipal departments over the next five years.

By 2017, Perth East and the County of Perth will have made significant and visible progress for a number of issues that impact the long term sustainability of the township. County of Perth actions have been outlined separately, but Perth East representatives should contribute to these discussions. This will include:

GOAL 1: Ensure residents are being served by an efficient, cohesive and comprehensive service delivery model.

Strategic Objective: Investment in and support of community infrastructure and services that reflect our rate of growth and rural nature.

- **Action 1** – Pursue the extension of natural gas supply in the Township.
- **Action 2** - Develop a capital asset plan that examines the Township’s infrastructure priorities and spending requirements to enhance or maintain the infrastructure.
- **Action 3** – Develop departmental or service plans for Clerk’s, Finance, Fire, Library, Public Works and Recreation departments to ensure accountability and performance. Plans should include:
 - Department mandate
 - Key department priorities
 - Major initiatives
 - Progress or completion on particular actions
 - The use of allocated resources for major initiatives or resource requirements (yearly basis)
- **Action 4** – Implement the recommendations from the Facilities Review Study.
- **Action 5** – Explore the opportunities for new housing development in Milverton with the aim of increasing the volume and variety of housing.



County-Led Actions

- **Action 6** – Participate in a joint services delivery review with the County and partner municipalities to examine where improvements and efficiencies in the governance structure can be realized.
- **Action 7** – Engage with senior levels of government, MPPs and MPs to identify partnerships that will result in more financial support and funding opportunities to county and local municipalities for infrastructure projects and delivery of services.
- **Action 8** – Develop a Stratford-Perth Regional Interoperability Program so that member and partner emergency response agencies have the ability to share data and information, on demand, in real time, when needed, and as authorized; by addressing the key elements of governance, standard operating procedures/guidelines, technology, training and exercises, and usage.

GOAL 2: Create an environment that supports and engages a diverse range of local businesses.

Strategic Objective: A heightened level of business activity in the Township, with increased diversity in the type of available positions.

- **Action 1** – Promote the available lands, services, location and the Township's other assets.
- **Action 2** – Develop and execute a buy local strategy to promote local businesses and retailers.
- **Action 3** – Foster cooperation amongst the business associations.
- **Action 4** – Promote entrepreneurial endeavors by partnering with organizations that provide assistance to start-ups such as information, support, advice, and access to capital.

GOAL 3: Support existing and new opportunities to engage the Township's residents and visitors.

Strategic Objective: Support opportunities to grow and market community assets and programs to locals and newcomers with the overall goal of promoting Perth East as an attractive community to live and work in.

- **Action 1** – Continually enhance the Township's website to better reflect community information, policy frameworks and the range of services.
- **Action 2** – Develop a communications strategy that provides direction for effectively engaging and reporting to local residents, businesses and community organizations regarding community issues. This strategy would examine a wide variety of outreach tools including social media, e-newsletters and interactive web-based tools.
- **Action 3** – Examine new opportunities for recreational and educational activities, such as a trails network, new recreational programming, or the attraction of a trades school or educational facility.



GOAL 4: Market the community's strong quality of life, business opportunities and residential offerings externally to attract new residents.

Strategic Objective: Develop a clear brand for the Township that is attractive to outsiders and builds on existing community assets.

County-Led Actions

- **Action 1** – Partner with the County and local municipalities to undertake a workforce attraction and retention strategy for the region.
- **Action 2** – Partner with the County and local municipalities in the promotion of the Perth County area and its location to live, work and play during the 2013 International Plowing Match and Rural Expo.





8 Implementation Plan

To ensure that the corporate strategic plan is a living document that guides the decision making efforts of the Township of Perth East, a detailed implementation plan is necessary. The intent of this implementation plan is to set out the timeline in which the actions will be initiated, the department lead and the potential partners who can contribute to the success of the goal. The implementation plan also considers the performance measures necessary to achieve the goal and the monitoring and reporting mechanisms required to demonstrate progress. The performance measures attached to each goal in this implementation plan are intended to gauge the progress of each action. The results of the performance measures will be reported out to Council and the broader community, demonstrating the Township's commitment to achieving the goals of the Plan.



Goal 1: Ensure residents are being served by an efficient, cohesive and comprehensive service delivery model.

Strategic Objective: Investment in and support of community infrastructure that reflects our rate of growth and rural nature.

Township-Led Actions	Priority	Lead	Partners
1. Pursue the extension of natural gas supply in the Township.	Short-term	CAO	Public Works
2. Develop a capital asset plan that examines the Township's infrastructure priorities and spending requirements to enhance or maintain the infrastructure.	Short-term	Public Works	Finance Department
3. Develop departmental service plans for Clerk's, Finance, Fire, Library, Public Works and Recreation to ensure accountability and performance. Plans should include: <ul style="list-style-type: none"> • Department mandate • Key department priorities • Major initiatives • Progress or completion on particular actions • The use of allocated resources for major initiatives or resource requirements (yearly basis) 	Ongoing	CAO	Department heads
4. Implement the recommendations from the Facilities Review Study.	Long-term	CAO	Department heads
5. Explore the opportunities for new housing development in Milverton with the aim of increasing the volume and variety of housing.	Medium-Term	CAO	County of Perth

Goal 1 - Measuring Our Performance:

- Department service plans are developed and completed annually
- Report Cards are developed annually, based on the recommended format in this Corporate Strategic Plan
- Community satisfaction with local services, either by monitoring complaints received or conducting a community survey
- Establish a count of housing units in Milverton, monitor the growth of new units, unit availability, and average price



Goal 1: Ensure residents are being served by an efficient, cohesive and comprehensive service delivery model.

Strategic Objective: Investment in and support of community infrastructure that reflects our rate of growth and rural nature.

County-Led Actions	Priority	Lead	Partners
6. Participate in a joint services delivery review with the County and partner municipalities to examine where improvements and efficiencies in the governance structure can be realized.	Short-term	CAO	County and local municipalities
7. Engage with senior levels of government, MPPs and MPs to identify partnerships that will result in more financial support and funding opportunities to county and local municipalities for infrastructure projects and delivery of services.	Ongoing	CAO	County of Perth
8. Develop a Stratford-Perth Regional Interoperability Program so that member and partner emergency response agencies have the ability to share data and information, on demand, in real time, when needed, and as authorized; by addressing the key elements of governance, standard operating procedures/guidelines, technology, training and exercises, and usage.	Short-term	County	County and local municipalities

Goal 1 - Measuring Our Performance:

- Partnerships formed to support the delivery of municipal services
- Level of grant money received from the provincial and federal governments to support infrastructure projects and services delivery



Goal 2: Create an environment that supports and engages a diverse range of local businesses.

Strategic Objective: A heightened level of business activity in the Township, with increased employment and diversity in the type of available positions.

Township-Led Actions	Priority	Lead	Partners
1. Promote the available lands, services, location and the Township's other assets.	Ongoing	CAO	Department Heads, Local Organizations
2. Develop and execute a buy local strategy to promote local businesses and retailers.	Ongoing	CAO	County of Perth
3. Foster cooperation amongst the business associations.	Medium-Term	CAO	BIA, Business Organizations
4. Promote entrepreneurial endeavors by partnering with organizations that provide assistance to start-ups such as information, support, advice, and access to capital.	Ongoing	CAO	CFDC, Business Organizations

Goal 2 - Measuring Our Performance:

- Track the number of inquiries from investors and entrepreneurs through cooperation with the County, through a log or excel document
- Number of building permits issued and value of construction
- Number of new community events
- Work with local organizations to develop a system to provide an estimated number of attendees at community events



GOAL 3: Support existing and new opportunities to engage the Township's residents and visitors.

Strategic Objective: Support opportunities to grow and market community assets and programs to locals and newcomers with the overall goal of promoting Perth East as an attractive community to live and work in.

Township-Led Actions	Priority	Lead	Partners
1. Continually enhance the Township's website to better reflect community information, policy frameworks and the range of services.	Medium-term	CAO	Clerk's
2. Develop a communications strategy that provides direction for effectively engaging and reporting to local residents, businesses and community organizations regarding community issues. This strategy would examine a wide variety of outreach tools including social media, e-newsletters and interactive web-based tools.	Medium to long term	CAO	County of Perth
3. Examine new opportunities for recreational and educational activities, such as a trails network, new recreational programming, or the attraction of a trades school or educational facility.	Medium to long term	Recreation	County of Perth

Goal 3 - Measuring Our Performance:

- Number of website visits
- Website click through rates
- Completed communications strategy
- New or improved offerings for residents and visitors



GOAL 4: Market the community’s strong quality of life, business opportunities and residential offerings externally to attract new residents.

Strategic Objective: Develop a clear brand for the Township that is attractive to outsiders and builds on existing community assets.

County-Led Actions	Priority	Lead	Partners
1. Partner with the County and local municipalities to undertake a workforce attraction and retention strategy for the region.	Ongoing	CAO	County
2. Partner with the County and local municipalities in the promotion of the Perth County area and its location to live, work and play during the 2013 International Plowing Match and Rural Expo.	Short term	CAO	County, Municipality of West Perth
Goal 4 - Measuring Our Performance: <ul style="list-style-type: none"> ■ Completed workforce strategy ■ Daily attendance at the International Plowing Match and Rural Expo 			

Monitoring the progress of each action will be the responsibility of the lead department identified in this implementation plan and will be reported out through two mechanisms, (1) Departmental Service Plan Report Cards and (2) Corporate Strategic Plan Annual Report.

8.1 Departmental Service Plan Report Cards

The development of the Departmental Service Plans will become a foundational task for each department within the Township. Creating an annual report card will communicate the progress each department has made and will support the budgeting process. The aim is to provide a clear roadmap for the department’s activities and provide Council and the community with a measuring stick for the Corporation’s performance from a service and accountability perspective.

The suggested content for each service plan annual report card consists of the following sections:

1. Departmental mandate



2. Key department priorities/main service areas
3. Alignment with the goals of the corporate strategic plan
4. A list of major initiatives for the report timeframe (e.g. 2 years)
5. A matrix outlining the progress or completion of particular initiatives/actions
6. Use of allocated resources for major initiatives in that year or resource requirements

These annual report cards will support the creation of a Corporate Strategic Plan Annual Report that outlines the achievements of the Township throughout the year and will be broadly communicated to the community. This ensures that the Township is open and transparent regarding its activities, achievements and use of resources.

8.2 Corporate Strategic Plan Annual Report

Being accountable to community members is a key principle at the Township of Perth East. Throughout the engagement sessions in the municipality, participants noted a desire to better connect with Council and the municipal government. A Corporate Strategic Plan Annual Report prepared by the Chief Administrative Officer will ensure that the goals and actions outlined in this plan are measured and progress is communicated to the community. The Annual Report will also draw on the results from the report cards created by each department. The community can be engaged around this process through a Town Hall meeting where Council presents the Annual Report to the community. An online presence is also appropriate. The suggested content for the Corporate Strategic Plan Annual Report consists of the following sections:

1. Key areas of focus for the Township.
2. Major community initiatives and events in the report year.
3. From vision to action: A matrix of accomplished actions based on the goals in the corporate strategic plan.
4. Case studies of successful implementation (profiling major accomplishments based on actions set out in the corporate strategic plan).
5. Maintaining momentum: Initiatives and actions for the coming year.

The reporting out process is an essential 'measuring-stick' created to inform future decision making and allocation of resources in Perth East.

Sample reports that may inform the local template can be drawn from such municipalities as City of Quesnel, BC (<http://www.quesnel.ca/DocumentBank/Annual%20Report/Annual-Report.pdf>) or Niagara Region (<http://www.niagararegion.ca/business/finance/annual-reports/pdf/2011-Annual-Report.pdf>).