



Township of Perth South

Part I: Corporate Strategic Plan 2012-2017
FINAL REPORT

August 21st, 2012



Contents

1	INTRODUCTION.....	3
1.1	<i>Purpose of the Plan</i>	3
1.2	<i>Strategic Planning Process</i>	4
2	CORPORATE MISSION, VISION AND KEY PRINCIPLES	6
2.1	<i>Mission Statement</i>	6
2.2	<i>Vision</i>	6
2.3	<i>Key Principles</i>	7
3	GOALS AND OBJECTIVES.....	8
4	THE CONTEXT FOR CHANGE.....	9
4.1	<i>Our Community's Dynamics</i>	9
4.2	<i>Planning for the Future is Underway</i>	11
5	THE COMMUNITY'S VOICE	13
6	SWOT ASSESSMENT	15
6.1	<i>Strengths</i>	15
6.2	<i>Weaknesses</i>	15
6.3	<i>Opportunities</i>	16
6.4	<i>Threats</i>	16
7	CORPORATE ACTIONS FOR 2012- 2017	17
8	IMPLEMENTATION PLAN.....	20
8.1	<i>Departmental Business Plan Report Cards</i>	23
8.2	<i>Departmental Service Plan Report Cards</i>	24
8.3	<i>Corporate Strategic Plan Annual Report</i>	24

Part II: Key Findings Report – Background Analysis and Community Engagement



Message from the Mayor

Perth South's Strategic Plan presents your vision for the Township's future; it lays a foundation for Perth South's successes through the next 5 years.

Input from residents across the community was fundamental in creating this Strategic Plan as workshops, questionnaires and conversations engaged residents, businesses and other key stakeholders in charting our Township's course for the next five years. Our Strategic Plan is truly a reflection of the aspirations you hold for your neighbourhoods and your township.

On behalf of Members of Council and staff, our thanks to everyone who helped shape this document and, in turn, contributed to Perth South's promising future.

Mayor Robert Wilhelm



Back Row: Councillor Cathy Barker, Councillor Donald Henderson, Treasurer Rebecca Clothier, Public Works Director Larry McGregor, Councillor Elizabeth Armstrong, Councillor Stuart Arkett, Councillor Bill Adams, Operations Foreman Bill Doupe, Chief Building Official/By-Law Officer Don Templeman

Front Row: Deputy Mayor James Aitchison, Mayor Robert Wilhelm, Chief Administrative Officer Tim Ivanyshyn



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 South, the County of Perth, the Municipality of North Perth, the Municipality of West Perth and the Township of Perth East, have chosen 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 serves as a strong foundation for the Corporate Strategic Plan. This Plan demonstrates the County and its member municipalities' commitment to be forward thinking and innovative, while the coordinated approach creates a strategy 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 and the valuable economic contribution driven by the small to medium business base, the Township of Perth South 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.

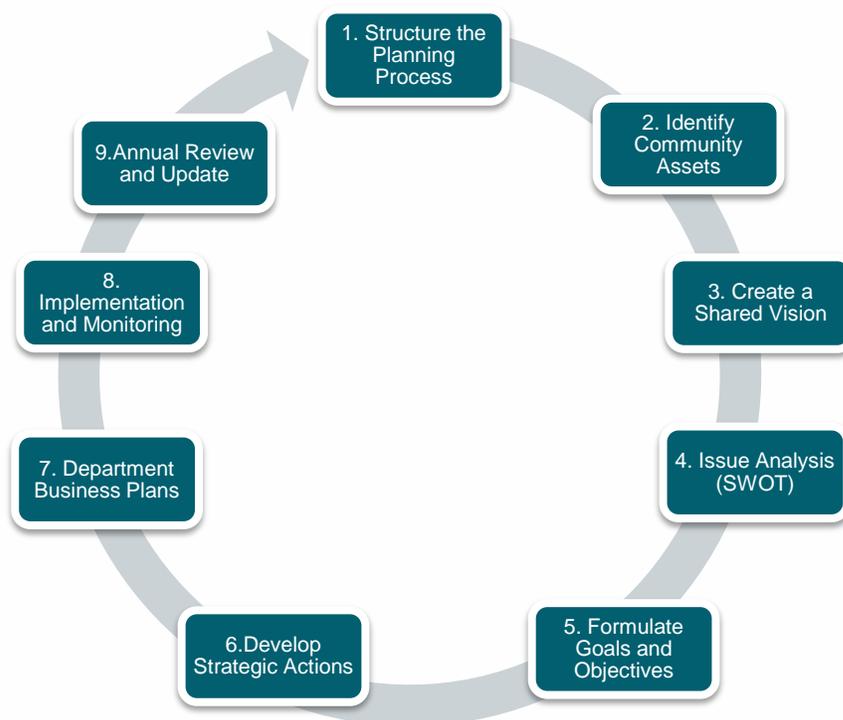
A detailed action plan targets the goals set out in this plan and contributes to the long term vision for the community. It also acts as a 'measuring stick' against which to evaluate decisions that will keep the Township on course in the coming years.

1.2 Strategic Planning Process

In developing a Corporate Strategic Plan consideration has been given to a range of information related to Perth South'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 and business leaders, economic development stakeholders, Council and Township staff. In addition, the Township hosted two focus groups where approximately 20 people provided their input on the direction and focus for the Perth South Corporate Strategic Plan. An online



survey that attracted a further 359 residents from the County was also used to collect input from the 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 Chief Administrative Officer with input from Perth South'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 South, this environment is additionally complex because of the upper and lower governments and their separated responsibilities, as well as the close presence of the town of St. Mary's and City of Stratford. 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 areas such as the Township of Perth South, municipal services are delivered in the face of ever increasing demands for accountability, improved service delivery and cost management.

2.1 Mission Statement

A **MISSION** statement captures the reason that the Township of Perth South exists, and guides the actions of the Township.

To provide open and accountable government, effective and efficient services, to ensure prosperity and development while maintaining quality of life.

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 South is an innovative service provider, pursuing collaborative approaches to ensure efficiency and accountability. The Township supports and fosters initiatives, organizations and businesses who contribute to a strong, vibrant community for current residents, visitors and newcomers. The community is a strong, diverse population across a variety of ages and is attractive to youth and newcomers.

Realization of this vision will result in the following achievements:

- We maintain a stable or increasing population.
- We offer the programs and services that are attractive to young families and young people looking for a rural lifestyle.
- Efficient and well-coordinated municipal and County governance, as well as strong partnerships with neighboring municipalities.
- We have preserved agriculture as the core of our community with businesses built around this strength.



2.3 Key Principles

The Township of Perth South'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:

1. Honest and Accountable Operational Performance

- ***Council and Staff will conduct themselves with openness, integrity and accountability, being responsible to commitments made and responding to inquiries in an expedient way.***

- a. Collaborative Approaches and Partnerships
 - *Decisions will be made in a balanced, transparent and flexible manner that includes a broad range of interests and perspectives and reflect community values.*

- b. Respect for our Rural Environment
 - *Growth in our community will be sustainable and reflect the rural nature of the Township.*





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 the Township in achieving its goals and objectives over the long term and are outlined in detail in Section 7.0.

GOAL 1: Adopt a collaborative service delivery model that allow Perth South residents to enjoy comprehensive and efficient services.

Strategic Objective: Seek and develop partnerships in the investment in and support of community infrastructure and services.

GOAL 2: Support the continued strength and success of our agricultural businesses.

Strategic Objective: Support opportunities for value-added production, procession and new market development, be it local or export-oriented.

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

Strategic Objective: Create attractive, interesting and energized programming for our youth, seniors and families to retain our current population and attract new residents.

GOAL 4: Explore innovative strategies to develop or attract service providers to the Township.

Strategic Objective: Develop opportunities to showcase key business opportunities in the Township and market these opportunities to the larger population.

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 business 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.

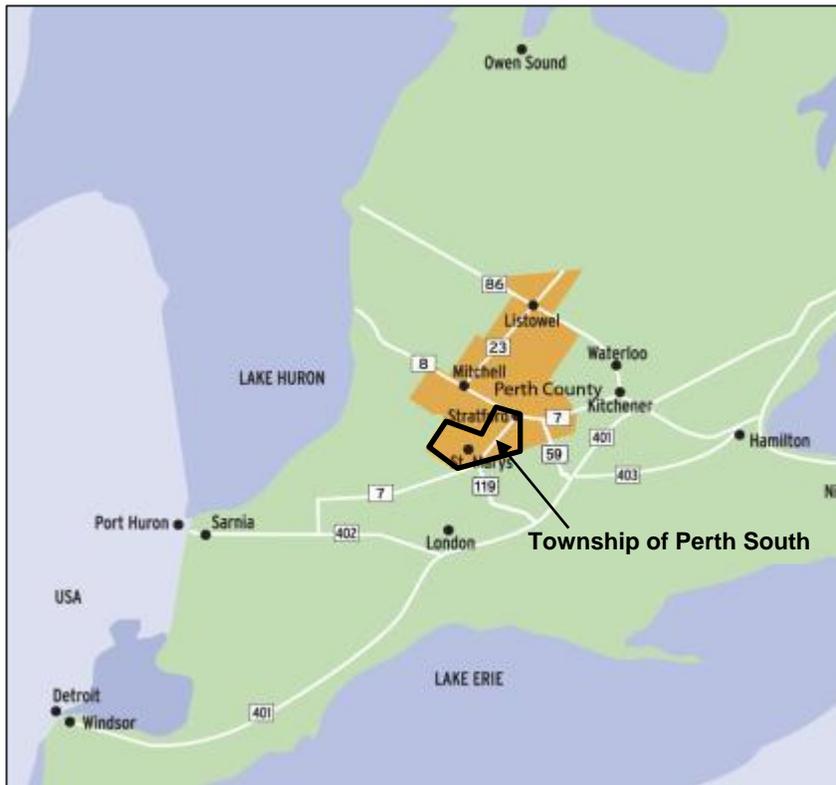


4 The Context for Change

4.1 Our Community's Dynamics

As shown in the following figure, the Township of Perth South is nestled in southwestern Ontario and is the surrounding rural area for the town of St. Marys. The Township is in proximity to several cities in southwestern Ontario such as London, 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 THE TOWNSHIP OF PERTH SOUTH



Source: County of Perth, 2009

The Township of Perth South's 2011 population was 3,993, which was a small decrease (-139 residents) from the 2006 population. Despite the Township's population decline, it is estimated that the population in the County will increase from 37,211 in 2011 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%. Perth County's population growth is much



lower than Toronto and surrounding regions over the course of the next ten year, which is estimated at 13.2% (2011 to 2021).¹

Based on 2006 Census data, the largest segment of the population in Perth South is the 20-44 years of age (1,285) followed by the population under the age of 20 years of age (1,205). Perth County 2009 estimates indicate that the only proportion of the population that has grown since 2006 was the population over the age of 65. It is reasonable to expect that these trends hold true in Perth South. Moving forward, an important consideration for the Perth South 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 South has an average household income of \$80,063, which indexed to Ontario was the only local municipality in Perth County higher than the provincial average. Assuming a modest 1.5% annual rate of increase in household income since the end of 2005, the average household income in Perth South could climb to \$87,544 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 South's working age population is more inclined to have a college diploma or an apprenticeship or trade certificate. The Township also 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); Wilfrid Laurier University (Waterloo); and Western University (London). 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.

The *Part II: Key Findings Report* examines the commuting patterns of local residents by using 2006 Statistics Canada Census data. The report states that in Perth South, there were only 1,245 jobs compared to the 2,615 residents in the labour force. Many of the Perth South residents are employed in Stratford and St. Marys, which indicates that these communities serve as clear employment centres for Township residents. The commuting patterns indicate a stronger connection with London than the Kitchener-Waterloo region.

The study also examines labour force trends for the County and identifies that there are much higher percentages for Perth South for the working class and agricultural class compared to the Province. These results are due to the township's heavy concentrations in trades, processing and primary industry occupations.

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



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. LQs are a commonly used tool in local and regional economic analysis. They assess the concentration of economic activities within a smaller area relative to the overarching region in which it resides. LQs were calculated relative to the province of Ontario. An LQ greater than 1.0 for a given sector indicates a local concentration of economic activity as compared to the overarching region and may be an indication of competitive advantage with respect to the attraction of that industry 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. 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.

The very high LQ in the agriculture industry is a clear indication of the strength and importance of this industry in the township. Another industry that was in the high range was the arts, entertainment and recreation industry. Stratford's performing arts industry is driving the high labour force concentration in Perth South.

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.

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 were



underway and 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 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: Key Findings Report*.

More specifically, the visioning session in 2009 outlined a number of key directions categorized by the economy, environment and culture. The directions addressed:

- Developing the rural industrial and residential base;
- Removing bureaucratic barriers to development;
- Improving waste collection;
- Increasing tree coverage on less productive agricultural land;
- Retaining youth; and
- Continuing to explore amalgamation.

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. The statements made by participants during this process were based in opinion and have not been verified for their factuality.

FIGURE 5.1: NEEDS, VALUES AND ASPIRATIONS MATRIX

Needs	Values	Aspirations
<ul style="list-style-type: none"> ■ A sustainable municipal government (reflecting need based on population) ■ More intergovernmental collaboration. ■ A stable population base. ■ Investments in physical infrastructure and managed community growth. ■ Youth and young people to stay in the area. ■ Community recognition that the Canadian culture is changing. ■ More flexibility with farmhouse severances. ■ Protect, conserve and manage natural and cultural heritage. ■ Civic engagement from community members. 	<ul style="list-style-type: none"> ■ Proximity to urban areas, but with a 'small town feeling'. ■ Fiscally responsible given limited resources. ■ Health care centres and services. ■ The rural, small town lifestyle. ■ The farmland and agricultural growing conditions. ■ Agricultural assets and heritage. ■ The family farm and small or medium sized farms. ■ Safe, friendly community. ■ Quiet, rural and charming atmosphere. 	<ul style="list-style-type: none"> ■ Efficient delivery of municipal services. ■ One-tier government. ■ Better coordination of services between County, and local municipalities. ■ A stable population base across all age-groups. ■ Continue to have a strong agricultural community. ■ Affordable, available housing options. ■ New business investments across economic sectors. ■ A diversity of new jobs in the County's communities ■ Sufficient opportunities for youth to remain in the communities. ■ Youth and ethnic groups are actively engaged in the community. ■ Recognized as having technologically advanced and leading edge agricultural practices. ■ Protected farmland resources for future generations. ■ Citizens are actively engaged in community projects.



The community was engaged in a variety of ways including community conversation sessions, an on-line survey, staff sessions and Council sessions. Summaries for these community engagement techniques are found in *Part II: Key Findings Report*. Fewer than 50 individuals participated in this process across the Township. The relatively low level of engagement compared to the other communities was likely a reflection of strategic planning efforts undertaken in 2009. This engagement process built on past planning efforts and provided additional input to a series of questions, such as

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

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

There are three priorities for the Township over the next five years. These issues are listed below according to the frequency they were repeated during the community engagement process.

Provide a Sustainable Governance Structure – Perth South will need to address a governance structure and explore sustainability options between the Township and the County or the Township and the Town of St. Marys. A service delivery and governance review could be completed in an attempt to improve efficiencies and create a more effective local government. This issue is a priority for the Township since there were a variety of opinions regarding whether the Township should amalgamate with St. Marys or form one regional government.

Support Business Development – There is strong support in the communities for agricultural production and other businesses. Residents realize that the community benefits with increased employment and spin-off business opportunities.

Address Bureaucratic Processes – There are bureaucratic processes for collecting and disposing of hazardous waste, severing farms, preventing soil erosion by increasing tree coverage requirements and changing the electoral ward system that needs to be explored by Township staff and Council.





6 SWOT Assessment

An assessment of Perth South'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 area.

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

Educated Population Base – Perth South has a well educated population base with a higher level of disposable income than any other area in Perth County, St. Marys and Stratford.

6.2 Weaknesses

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

Declining Local Population – The Township has experienced a decline in population over the previous years. Despite the decline in Perth South, slow population growth is expected in Perth County 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.

Low Level of Community Engagement – Perth South had the lowest turnout as part of the consultation process. This level of engagement indicates that citizens are complacent and fairly satisfied with the status quo.

No Fully Serviced Urban Area – Perth South is a rural community without serviced urban areas. These conditions prevent the township from developing its residential and non-residential areas.



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 uninformed about services and value for tax dollars spent. There are also opportunities to improve communications between administrative staff and Council.

Identified Target Sectors for Business Investments – The County's economic development strategy is particularly relevant for strategic investment for 'Lone Eagles', value-added agriculture and arts, culture and tourism.

Partnerships and Collaborations in Service Delivery and Governance – There is a mindset that the Township and Town of St. Marys need to partner and collaborate with each other for the Township's longer term sustainability. A positive partnership example was the agreement between the Township and Town to extend services for the industrial park.

Address Bureaucratic Processes – In an effort to reduce red tape, community members stated that the Township should explore options for the disposing of hazardous waste, severing farms, preventing soil erosion by increasing tree coverage requirements and changing the electoral ward system.

6.4 Threats

The Perth South will need to address or manage the following internal and external threats that are preventing the Township from achieving their vision and missions. The following discussion lays out the key threats facing the Township in effectively implementing the Corporate Strategic Plan.

School Closures – The local schools have available capacity for more students and have been at risk of closing because of the ongoing costs to maintain them.

Limited and/or Inadequate Funding – A challenge for Perth South is to manage the limited funds for future investment while being fiscally responsible given budget constraints. Perth South will need to secure external funding from sources such as the provincial and federal governments. In order for the Township to be sustainable over the long term it may need to explore sustainability options such as amalgamation or joint service arrangements.

Stringent Planning Policies and Building 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.



7 Corporate Actions for 2012-2017

The development and implementation of a corporate strategic plan will pay significant dividends for the Township of Perth South. 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 Township departments over the next five years.

By 2017, Perth South 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 South representatives should contribute to these discussions. The corporate goals, objectives and actions will include:

Goal 1: Adopt a collaborative service delivery model that allows Perth South residents to enjoy comprehensive and efficient services.

Strategic Objective: Seek and develop partnerships in the investment in and support of community infrastructure and services.

Action 1 – Explore the need to reduce the size of Township Council and/or eliminate the ward system of election; examine such options as amalgamation.

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 a long range facilities plan that addresses the Township's offices, public works yards and any additional space requirements for the delivery of services.

Action 4 – Ensure that the Township's management is accountable and can measure their outcomes. Develop business plans for the treasury, clerks, building & by-law enforcement and public works departments that state:

- **Department mandate and core values**
- **Key department priorities**
- **Major initiatives**
- **The progress or completion of particular actions**
- **The use of allocated resources for major initiatives in that year or resource requirements.**

County-Led Initiatives



Action 5 – Partner with the county and local municipalities for a services delivery review that examines where improvements and efficiencies in governance structure can be realized.

Action 6 – 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 7 – Explore the need to complete a forest management plan to address issues of soil erosion.

Goal 2: Support the continued strength and success of our agricultural businesses.

Strategic Objective: Support opportunities for value-added production, procession and new market development, be it local or export-oriented.

Action 1 – Influence planning policy that encourages agricultural producers to undertake value-added processes or practices in the Township.

County-Led Actions

Action 2 – Initiate an action plan to address issues and opportunities identified through the business retention and expansion (BR+E) program targeted to the County's agricultural sector and enhancing opportunities for value added agriculture.

Action 3 – Continue to enhance partnerships with producers and local agencies focussed on improving access and viability for local food.

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

Strategic Objective: Create attractive, interesting and energized programming for our youth, seniors and families to retain our current population and attract new residents.

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 - Encourage local groups to collaborate and create rural events or festivals that engage the community and attract visitors.

Action 4 – Develop a targeted strategy that strengthens the municipality's ability to attract and retain young adults and young professionals. Priority attention will be



directed at increasing available labour force and those interested in entrepreneurship, including opportunities within the agricultural sector.

Goal 4: Explore innovative strategies to develop or attract service providers to the Township.

Strategic Objective: Develop opportunities to showcase key business opportunities in the Township and market these opportunities to the larger population.

Action 1 - Facilitate the creation of a business mentorship program with long serving members of the business community and young business owners.

Action 2 – Partner with other local municipalities and the County and investigate the need to start a small business incubator.

Action 3 – Develop a business locations map in Perth South to inform the Township of where businesses are expanding and type of businesses.

Action 4 – Explore waste collection in the Township and any potential opportunities among other local municipalities for joint service arrangements.





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 South, 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. Where internal staff capacity is present to support implementation, it should be utilized; however, given human resource and expertise constraints, consideration of access to external expertise may be considered. 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: Adopt a collaborative service delivery model that allows Perth South residents to enjoy comprehensive and efficient services.

Strategic Objective: Seek and develop partnerships in the investment in and support of community infrastructure and services.

Township-Led Actions	Priority	Lead	Partners
1. Explore the need to reduce the size of Township Council and/or eliminate the ward system of election.	Short term	CAO	Clerks Department
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 Department	Finance Department
3. Develop a long range facilities plan that addresses the Township's offices, public works yards and any additional space requirements for the delivery of services.	Short term	Public Works Department	Finance Department
4. Ensure that the Township's management is accountable and can measure their outcomes. Develop business plans for the treasury, clerks, building & by-law enforcement and public works departments that state: <ul style="list-style-type: none"> ● Department mandate and core values ● Key department priorities ● Major initiatives ● The progress or completion of particular actions ● The use of allocated resources for major initiatives in that year or resource 	Ongoing	CAO	Department Heads



requirements.			
Goal 1 - Measuring Our Performance: <ul style="list-style-type: none"> Council decisions made for the electoral system Partnerships formed to support the financing of municipal infrastructure projects Department business plans are developed and completed annually Report Cards are developed annually 			
County-Led Actions	Priority	Lead	Partners
5. Partner with the county and local municipalities for a services delivery review that examines where improvements and efficiencies in governance structure can be realized.	Short term	CAO	County and local municipalities, Town of St. Marys
6. 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	Local municipalities
7. Explore the need to complete a forest management plan to address issues of soil erosion.	Medium term	Public Works	Local municipalities
Goal 1 - Measuring Our Performance: <ul style="list-style-type: none"> 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 Forest management plan is completed 			

Goal 2: Support the continued strength and success of our agricultural businesses. <i>Strategic Objective: Support opportunities for value-added production, procession and new market development, be it local or export-oriented.</i>			
Township-Led Actions	Priority	Lead	Partners
1. Influence planning policy that encourages agricultural producers to undertake value-added processes or practices in the Township.	Medium to long term	CAO	Perth County
Goal 2 - Measuring Our Performance: <ul style="list-style-type: none"> Number of and change in agricultural production and related industries. 			



County-Led Actions	Priority	Lead	Partners
2. Initiate an action plan to address issues and opportunities identified through the business retention and expansion (BR+E) program targeted to the County's agricultural sector and enhancing opportunities for value added agriculture.	Short term	Economic Development Committee	County Economic Development Advisory Committee
3. Continue to enhance partnerships with producers and local agencies focussed on improving access and viability for local food.	Medium term	CAO	Perth County
Goal 2 - Measuring Our Performance: <ul style="list-style-type: none"> ■ Number of businesses contacted for the BR+E program targeted to the value added agriculture sector ■ Completed County local food policy 			

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

Strategic Objective: Create attractive, interesting and energized programming for our youth, seniors and families to retain our current population and attract new residents.

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.	Ongoing	Clerks Department	All other township departments
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 term	CAO	Clerks Department
3. Encourage local groups to collaborate and create rural events or festivals that engage the community and attract visitors.	Ongoing	Economic Development Committee	All township departments
4. Develop a targeted strategy that strengthens the municipality's ability to attract and retain young adults and young professionals. Priority attention will be directed at increasing available labour force and those interested in entrepreneurship, including opportunities within the agricultural sector.	Short-to-medium term	To be determined	To be determined
Goal 3 - Measuring Our Performance: <ul style="list-style-type: none"> ■ Number of website clicks ■ Website click through rates 			



- Completed communications strategy
- Number of events or festivals throughout the year

Goal 4: Explore innovative strategies to develop or attract service providers to the Township

Strategic Objective: Develop opportunities to showcase key business opportunities in the Township and market these opportunities to the larger population.

Township-Led Actions	Priority	Lead	Partners
1. Facilitate the creation of a business mentorship program with long serving members of the business community and young business owners.	Short term	CAO	Economic Development Committee
2. Partner with other local municipalities and the County and investigate the need to start a small business incubator.	Medium term	CAO	Economic Development Committee
3. Develop a business locations map in Perth South to inform the Township of where businesses are expanding and type of businesses.	Medium term	Economic Development Committee	CAO
4. Explore waste collection in the Township and any potential opportunities among other local municipalities for joint service arrangements.	Medium term	Public Works Department	CAO

Goal 4 - Measuring Our Performance:

- Number of business people participating in the business mentorship program
- Number of potential sites for a small business incubator
- Funding to support the small business incubator
- Completed business locations map
- Number of joint service arrangements for waste collection

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 Business Plan Report Cards and (2) Corporate Strategic Plan Annual Report.

8.1 Departmental Business Plan Report Cards

The development of the Departmental Business 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 suggested content for each business plan annual report card consists of the following sections:

1. Departmental mandate and core values
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 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.

8.3 Corporate Strategic Plan Annual Report

Being accountable to community members is a key principle at the Township of Perth South. 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 South.

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>).