AN INTRODUCTION



Strategic Plan Parks, Recreation & Culture Master Plan Economic Development Plan

GLOBAL
INVESTMENT ATTRACTION
GROUP



15 January 2019

The Project Team

- Global Investment Attraction Group (GIAG)
 - John Tennant. Project Manager & Strategy Development Lead
 - Kelly O'Brien, Research & Analysis Lead
 - Bill Elliot, Stakeholder Consultation Lead
 - Patrick Draper, Strategic Advisor
- Sierra Planning and Management (SPM)
 - Jon Hack, Director
 - Lindsay Cudmore, Consultant
 - Tina Noble







Strategic Plan - Characteristics

- An Integrated Holistic Capstone Document
- Establishes Transparency and Accountability
- Articulates Mission, Vision and Values
- Identifies Goals, How Goals Will Be Achieved, Priorities & Timelines
- Establishes Outcome-Based Metrics to be Tracked
- Guides Budget Formulation & Decisions
- Provides Prism Through Which to Assess Proposals & Take Decisions
- Requires Regular Review to Ensure It Remains Relevant & Evergreen
- Where the Strategic Plan Leaves Off Is Where Business Planning, Program & Policy Development Begin at the Departmental Level







Mission, Vision & Values

MISSION

Organization's Purpose & Reason To Be Present-Based & More Concrete Action- & Outcome-Oriented

VISION

Future-Based
Primary Mid- to Long-Term Goals
Hopes & Ambitions
Aspirational

VALUES

Core Values that Guide Work What the Organization Stands For Values that Employees Embody Contribution to Society







Goals, Objectives & Actions

GOALS

Aspirational, High-Level
Statements of Outcomes
to Accomplish over the
Longer Term

OBJECTIVES

Statements of How to Accomplish Goals in Nearer Term (1 – 4 Years)



Specific Coherent Steps & Tactics to Realize Each Objective



Performance Metrics
Monitor Results



Priorities & Timing Can Be
Attached to Each Action







Convergence & Potential Economies

- Shared/Common
 - Interaction with Council & Staff
 - Public & Stakeholder Consultative Arrangements
 - SWOT Assessment

Strategic Plan

Key Priorities For

Economic Development Plan

- Attract & Retain Talent
- Tourism Assets
- Equine Cluster
- Quality of Place

Parks, Recreation & Culture Master Plan







Strategic Plan

PHASE I
INFORMATION
GATHERING & ANALYSIS

- REVIEW BACKGROUND DOCUMENTS
- IN-DEPTH REVIEW WITH TOWN LEADERSHIP TEAM
- DRAFT OUTLINE OF STRATEGIC DIRECTIONS & DECISIONS
- ECONOMIC, LABOUR
 FORCE, DEMOGRAPHIC &
 BENCHMARKING ANALYSIS
- PRELIMINARY
 ASSESSMENT OF
 INVESTMENT READINESS
- DRAFT SWOT

Beginning of February

PHASE II STAKEHOLDER CONSULTATIONS

- INTERIM REPORTS ON STAKEHOLDER CONSULTATIONS
 - PUBLIC SURVEY (ONLINE/HARD COPY)
 - FACILITATED
 ROUNDTABLES
 - INDIVIDUAL MEETINGS
- REFINE DRAFT SWOT
- REDRAFTED OUTLINE OF STRATEGIC DIRECTIONS & DECISIONS

- INITIAL CONSULTATION WITH TOWN COUNCIL ON PRIORITIES & PROJECTS (MARCH 5)
- OUTREACH BY COUNCILLORS TO ENCOURAGE PUBLIC INPUT
- FINAL DRAFT OUTLINE OF STRATEGIC DIRECTIONS
 & DECISIONS
- FINAL REPORTS ON STAKEHOLDER CONSULTATIONS
- FINAL DRAFT SWOT

Late March

DEVELOPMENT OF STRATEGIC PLAN

Mid-June

- SECOND CONSULTATION WITH TOWN COUNCIL (APRIL 2)
- DRAFT STRATEGIC PLAN
- PUBLIC OPEN HOUSE
- PRESENT FINAL DRAFT STRATEGIC PLAN TO COUNCIL (JUNE COUNCIL MEETING)
- DELIVER FINAL VERSION OF STRATEGIC PLAN

GLOBAL
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Parks, Recreation & Culture Master Plan

Beginning of February

PHASE I PROJECT START-UP & DATA COLLECTION

- REVIEW BACKGROUND INFORMATION
- REVIEW TOWN
 ORGANIZATIONAL
 FRAMEWORK & SERVICE
 DELIVERY MODEL
- ANALYSIS OF SOCIO-DEMOGRAPHIC & ECONOMIC TRENDS
- MUNICIPAL STAFF INTERVIEWS
- INPUT TO STRATEGIC PLAN SWOT

PHASE II SITUATIONAL ANALYSIS

- INVENTORY REVIEW
- COMMUNITY, USER GROUP & STAKEHOLDER CONSULTATION RE.
 - STRENGTHS &
 WEAKNESSES OF
 FACILITIES &
 PROGRAMMING
 - USE & ACCESS BY RESIDENTS
 - COMMUNITY VISION
- NEEDS ANALYSIS [ONGOING PROCESS]

Late March

PHASE III DEVELOP OPTIONS & RECOMMENDATIONS

- DEVELOP OPTIONS/DIRECTIONS
- REVIEW WITH MUNICIPAL STAFF
- DEVELOP RECOMMENDATIONS
- FACILITIES & PROGRAMMING
- TARGET RECREATION STANDARDS
- SERVICE DELIVERY FRAMEWORK
- COMMUNICATIONS STRATEGY
- COMMUNITY & STAKEHOLDER CONSULTATION

PHASE IV MASTER PLAN &

REPORTING

Mid

July

- FINALIZE
 RECOMMENDATIONS
- DRAFT MASTER PLAN
- IMPLEMENTATION FRAMEWORK, INC:
 - SHORT, MEDIUM & LONGER-TERM PRIORITIES
 - LEAD PARTY BY RESPONSIBILITY
 - o FUNDING SOURCES
 - o POLICY REQUIREMENTS
- PUBLIC OPEN HOUSE
- PRESENTATION OF DRAFT MASTER PLAN TO TOWN COUNCIL
- DELIVER FINAL MASTERPLAN

GLOBAL
INVESTMENT ATTRACTION
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Economic Development Plan

Beginning of February

PHASE I INFORMATION GATHERING & ANALYSIS

- REVIEW BACKGROUND DOCUMENTS
- IN-DEPTH BRIEFING & REVIEW WITH ECONOMIC DEVELOPMENT OFFICER
- OVERVIEW OF ECONOMIC, LABOUR FORCE & DEMOGRAPHIC ANALYSIS, WITH BENCHMARKING OF SELECTED COMMUNITIES
- REALTY & DEVELOPMENT ANALYSIS & INSIGHTS
- PRELIMINARY ASSESSMENT OF INVESTMENT READINESS
- CONTRIBUTE TO DRAFT SWOT
- REGIONAL & GLOBAL TRENDS & DRIVERS

PHASE II STAKEHOLDER CONSULTATIONS

- STAKEHOLDER CONSULTATIONS
 - PUBLIC SURVEY (ONLINE/HARD COPY)
 - FACILITATED ROUNDTABLES
 - INDIVIDUAL MEETINGS WITH ECONOMIC DEVELOPMENT STAKEHOLDERS
- REFINE DRAFT SWOT
- CONFIRM/UPDATE ECONOMIC DEVELOPMENT MISSION & VISION
- MEET WITH THE ECONOMIC DEVELOPMENT COMMITTEE

Late March

PHASE III DEVELOPMENT OF THE

ECONOMIC DEVELOPMENT PLAN

- PRELIMINARY DRAFT OF THE ECONOMIC DEVELOPMENT PLAN
- REVIEW OF PRELIMINARY DRAFT
- ADD DRAFT GOALS, OBJECTIVES, ACTIONS & METRICS
- REVISED DRAFT OF THE ECONOMIC DEVELOPMENT PLAN
- MEET WITH THE ECONOMIC DEVELOPMENT COMMITTEE
- PUBLIC OPEN HOUSE
- PRESENT THE FINAL DRAFT ECONOMIC DEVELOPMENT PLAN TO COUNCIL (JULY COUNCIL MEETING)
- DELIVER FINAL VERSION OF THE ECONOMIC DEVELOPMENT PLAN







Mid

July

DISCUSSION





