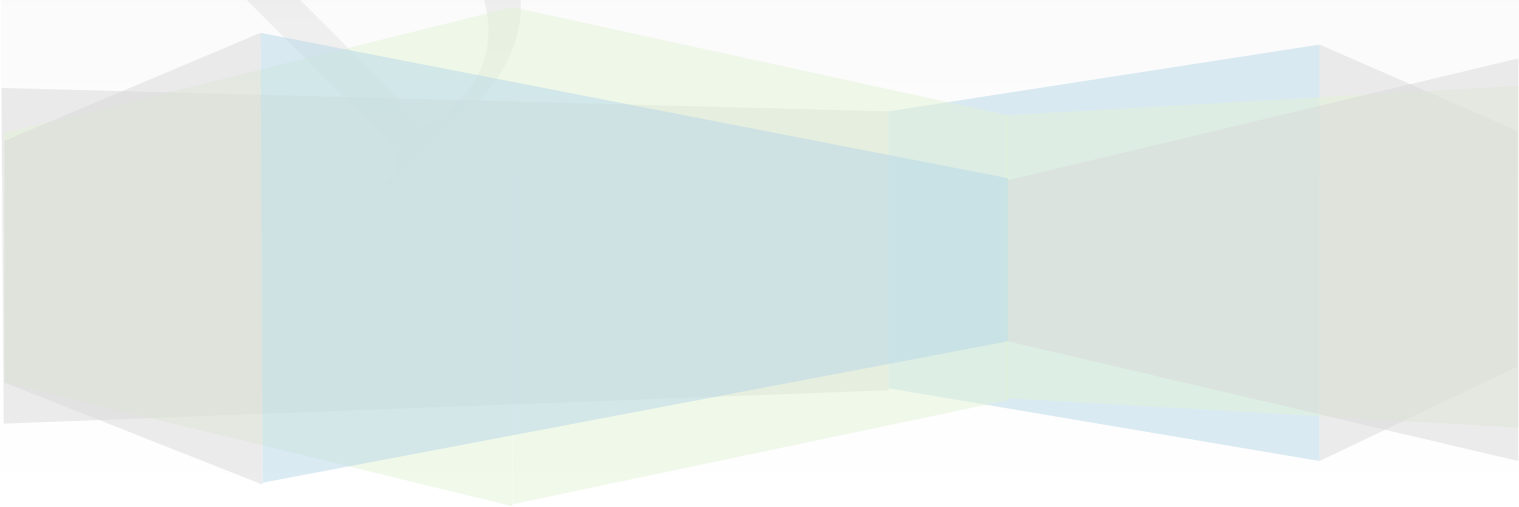


# Municipality of Bluewater

Strategic Plan 2015-2020

Prepared by Irwin & Associates

DRAFT



# Table of Contents

|   |           |
|---|-----------|
| <b>Introduction .....</b>                     | <b>3</b>  |
| <b>Importance of Strategic Planning .....</b> | <b>3</b>  |
| <b>Process.....</b>                           | <b>3</b>  |
| <b>Vision and Mission Statements.....</b>     | <b>7</b>  |
| <b>Strategic Pillars .....</b>                | <b>9</b>  |
| <b>Chart .....</b>                            | <b>11</b> |
| <b>Appendices.....</b>                        | <b>32</b> |

DRAFT

# Bluewater's "2020" Plan

## Introduction: A Community-Based Plan:

What kind of community will Bluewater be in five years? Ten years? Twenty years? What kind of community do we want Bluewater to become?

These questions are the basis for the 2015-2020 Bluewater Strategic Plan. Developed over the spring, summer and fall of 2015 through direct consultation with the residents of Bluewater, we asked residents of community to tell us what was important to them with respect to what kind of community they wanted to live in. We asked residents to share their vision of Bluewater, and this plan reflects that vision.

This document provides the framework to realize this vision of community. It includes an honest assessment of the challenges facing Bluewater, a vision of what the community can become, and both short term and long-term objectives for achieving that vision. The 2015-2020 Bluewater Strategic Plan is a guide for shaping the future of our community as determined by its residents.

## The Importance of Strategic Planning:

Change is inevitable. In Bluewater, change has meant that the community has faced numerous economic and community-based challenges. In order for Bluewater to remain a flourishing community, it needs to be able to anticipate challenges and develop methods to address them. A strategic plan is a tool for guiding the future of the community. It examines the needs of the community, and assesses the community's strengths, weaknesses, opportunities, and threats. It identifies key issues that need to be addressed and offers strategies that can be undertaken to address these issues. A strategic plan provides an honest assessment of the community's situation, and helps set guidelines for identifying and overcoming future challenges.

The following bullet-points highlight general feedback from community engagement session participants on the community snapshot information presented as part of the engagements exercise. In many sessions, it should be noted, a type of "push-pull" dichotomy emerged in the discussion; that dichotomy being those participants stating the positive benefits of living in a non-urban (i.e. non-GTA) setting and the accompanying lifestyle and pace the community setting affords yet lamenting the lack of urban-style amenities.

## Process

The components that inform this draft strategic plan are the culmination of a sustained consultation process, which included Council, senior management, staff, and key stakeholder public groups (broken out in terms of sector and geography).

### Planning to Plan Phase

Our first phase of the process involved "planning to plan," whereby we met with Council on April 29, 2015 to a) solicit information as to the issues facing the municipality, and b) to identify

key stakeholder groups for scheduling in-depth consultations. We ensured throughout this phase that the strategic planning process would best align with the goals and objectives envisioned by the municipality. We then conducted a similar meeting with senior management (also on April 29, 2015) to obtain an operational perspective, while also adding to our list of key stakeholders. We rounded out our organizational consultations with staff on May 1, 2015, out of which emerged a desire for a survey instrument to measure staff perceptions to better assess operational issues.

In terms of recurring themes, we identified four that were most commonly shared by all three stakeholder groups, with two additional themes we feel are of significance. Of the latter two, these involve internal matters of the organization, which will thus require a parallel strategy to be outlined here. For purposes of clarity, this matrix indicates which of the themes were of significant importance to each stakeholder group:

| Theme              | Council | SMT | Staff | Description  |
|--------------------|---------|-----|-------|--|
| Community Identity | X       | X   | X     | The question of “who we are” takes into consideration tradition (past), current state (present), and aspirations (future). Part of our consultation will be to determine to what extent residents and public stakeholder groups view themselves as a single, integrated and blended community or as a “community of communities.”  |
| Communications     | X       | X   | X     | Communication functions as the foundation of information in understanding the decisions of the Municipality and assessing the needs and aspirations of residents and stakeholders. Inbound and outbound communications create a feedback loop. Our goal with the public will be to assess the degree of satisfaction with current communication practices, while we will also assess communications practices within the organization. |

| Theme   | Council | SMT | Staff | Description  |
|---|---------|-----|-------|--|
| Economic Development                                | X       | X   | X     | A major theme with several sub-themes, our consultation with the public will take into consideration all aspects of the economic state of the Municipality such as agriculture, tourism, retail accessibility (especially outside of Bayfield), market readiness, creative economy, and youth retention.   |
| Quality of Life                                     | X       | X   | X     | One of the fundamental themes emerging in our consultations was the appeal to the concept of a (high) quality of life. This concept can mean different things to different people, and so part of our public consultation process involves receiving input on what living in this Municipality means in terms of improving or hindering quality of life. Sub-themes that may emerge from this may include attraction of new residents, as well as the scope and delivery of municipal services (for example, recreational facilities). |
| Shared Services / Public-Private Partnerships (PPP) | X       |     |       | As part of our internal organizational considerations, the prospect of enhancing or modifying existing shared services as a tool for efficiency, affordability, and accountability will inform our processes in this area.   |
| Operational Excellence                              | X       | X   | X     | This theme concerns another internal organizational matter that informs our strategic planning direction. How services are delivered, and the operational health of the organization, are key questions for consideration to ensure efficiency, morale, and inclusion.   |

The four public themes are as follows: community identity, communications, economic development, and quality of life. The two internal organizational themes include shared services and operational excellence.

### Community Consultation Phase

The consultation process involves two main parts. Firstly, taking the consultation to the people where they naturally congregate, such as fairs, festivals, and other social community events. This, we believe, provided for a freer exchange of ideas and opinions given the “home turf” advantage of stakeholders providing input in an environment that is comfortable and familiar, and which allows for some flexible breadth on the themes identified above so that the process is not prescriptive in nature. Secondly, our consultation involved a more traditional, structured, and directed conversation approach that “drills down” into the themes listed, and these were conducted in the context of focus groups and one-on-one discussions with key informants. During this phase, we also prepared and presented a midterm report for Council.

We established a presence at the following events where either one or the other of the Project Principals was in attendance or, in some cases where warranted due to number of attendees, both:

#### *Itinerary*

June 13: Hensall Fair

July 10: Bayfield Rummage Sale

We also established the following focus groups by geographic area:

July 30: Zurich

August 5: Hensall

August 13: Bayfield

August 26: Smaller communities

September 17: Bluewater-wide

We also elected to facilitate sessions that were sector or association-based:

July 14: Service Clubs

July 23: Bluewater-wide Chamber of Commerce, Business Leaders

August 22: Bluewater Shoreline Residents Association

In addition, to better facilitate public consultation for those who could not attend the scheduled events, we set up an online forum via [bluewatersvoice.com](http://bluewatersvoice.com) to capture the ideas, sentiments, and aspirations of the community.

We identified several key themes during the process of consultations, many of which inform our recommendations as strategic pillars with associated tactics.

# Municipality of Bluewater Vision and Mission Statements

## Introduction

A vision statement encapsulates and emblemizes the collective values and aspirations of the municipality, and is thus future-oriented. We might term the vision statement as the desired **destination** that will be arrived at through a process of strategic long-range planning.

A mission statement speaks to the existing core values of the community, and how the municipality will actualize on its vision. In this sense, we may term the mission statement the decisive **route** or compass that points toward the articulated vision.

After our very helpful session with Council while reviewing the existing vision and mission statements, we agreed that these may not suitably fit the current circumstances facing Bluewater, nor reflect its renewed vision in meeting new challenges and opportunities.

## Tentative Vision Statement:

### **Building One Community**

We recommend a vision statement that is effective, inclusive, and memorable. The vision statement should also serve to articulate the hopes and aspirations of the community. Throughout our consultation process, one of the most recurrent themes has been the perception of division between wards, and between communities. It was further discovered that in order for the municipality to thrive and move beyond pre-amalgamation thinking, a vision statement that emphasizes that meeting the challenges of tomorrow requires a strong commitment to unity and solidarity.

We are sensitive to the existing divisions that remain, but are also confident that there is a strong willingness to work collaboratively in ensuring that the municipality survives and thrives. Given the heavy emphasis in our recommended strategy pillars to development and growth, we feel the use of the verb “building” to not only capture the esprit of such strategic priorities, but that such a verb also has a positive connotation.

## Tentative Mission Statement:

**The municipality will meet its responsibilities by being proactive, inclusive, responsive, respectful, and forward-looking. The municipality will do so by *valuing our heritage, respecting our shared environment, growing responsibly, and celebrating our culture.***

In reference to being **proactive**, we understand that this will become the expected operational norm, and that the municipality is in an ideal position to take initiative in leveraging its assets toward long-range, sustainable planning. Rather than responding in an ad hoc fashion, the

municipality is committed to anticipating challenges and taking a responsible approach to taking action.

The municipality is committed to being **inclusive**, which points toward the vision statement of building one community as opposed to a community of communities.

The municipality is committed to being **responsive** to change, and the needs of the community, through a revitalized form of bilateral feedback communication model.

The municipality is committed to being **respectful** in showing sensitivity to the impacts of change on the community, and in the way it deliberates on policy decisions.

Finally, the municipality is committed to being **forward-looking**, which attests to its readiness to embrace and actualize on its vision with conviction, determination, and optimism.

The areas in which the municipality will demonstrate these principles will be in the valuing of heritage, environmental stewardship, the celebration of culture, and in adapting a policy of growth that is responsible.

DRAFT



## Strategic Pillars

This plan outlines six strategic pillars for Bluewater. Each of these strategic pillars represents a broad area of importance to the future of the municipality. Each of these pillars are representative of several themes; specific areas where the community must take action to improve its future or maintain its existing strengths. Each of these themes has an outcome associated with it; a specific goal that Bluewater will seek to achieve. Finally, there are several initiatives for each goal; actions that the community can take to accomplish each task.

The strategic priorities identified by Bluewater residents, Council and staff are:

**Infrastructure** – Bluewater faces several challenges related to infrastructure, and which require planned attention to accommodate any future growth plans. Managing growth requires creative thinking, an anticipatory outlook and innovative performance to ensure that the community grows in a way that both reflects the values of Bluewater, and strategically positions it to meet the challenges of the future.

**Communication** – As civic engagement improves, growing expectations of accountable and transparent local government requires proactive communication approaches whereby communication protocols with the public, as well as at all levels of the organization, are set in such a way as to facilitate robust dialogue and clear information sharing. Included in proactive communication would be innovative means of establishing a more outbound place-setting narrative for the purposes of tourism and growth.

**Balanced Growth** – Given demographic and economic realities facing municipalities situated outside of large Urban communities, it is necessary to develop a growth plan to ensure new revenue sources can meet the increasing costs of existing service demands. With that being said, applying a uniform growth model on all settlement areas would fail to appreciate the unique character and needs for each. Growth must be balanced both geographically and economically in such a way that it is sustainable.

**Economic Development** – Economic development is one of the essential keystones to growth and sustainability. A targeted approach in this area will ensure a beneficial mix that is realistically tailored to the strengths and needs of Bluewater.

**Operational Excellence** – Citizens depend on the services provided to them by municipal government. Maintaining excellence in these services requires a partnership between municipal council, staff, and citizens to continually improve the community's operations. Excellence in planning and implementation of programs delivered to residents are essential in maintain a high quality of life in Bluewater. The ability to deliver services to people and property depends on a team-based approach whereby efficient communication is combined with good morale and alignment of purpose.

**Quality of Life** – One of Bluewater's key assets is the quality of life enjoyed by its residents. It is essential that priorities are set that not only anticipate changing needs, but sustainably and

responsibly grow capacity in the provision of services and public amenities for residents.

*The following chart provides a framework for operationalizing the six strategic pillars. The tactics associated with the pillars are complementary by nature, and may appear associated with more than one pillar, assisting in achieving alignment between them.*

DRAFT

**Strategic Pillar: Infrastructure**

Bluewater faces several challenges related to infrastructure, and which require planned attention to accommodate any future growth plans. Managing growth requires creative thinking, an anticipatory outlook and innovative performance to ensure that the community grows in a way that both reflects the values of Bluewater, and strategically positions it to meet the challenges of the future.

| Strategic Priorities   | Outcome Statements   | Initiatives (Short-Term)  | Initiatives (Mid-Term)  | Initiatives (Long-Term)  |
|--|--|---|---|--|
| Developing a comprehensive and progressive infrastructure plan     | Bluewater is committed to developing a progressive and sustainable infrastructure plan that meets the infrastructure needs of today and tomorrow   | Identify immediate needs in the community   | Prepare an itinerary of planned projects that can be made shovel-ready in response to funding changes at the senior levels of government                        | Ongoing infrastructure assessment and evaluation that is sensitive to growth trends  |
| Meeting current and anticipated provincial environmental standards | Bluewater will approach infrastructure needs. (e.g. Bayfield sewage treatment facility, Hensall landfill) with a proactive plan. An anticipatory approach to addressing infrastructure needs will become the operational norm. | Developed a proactive action plan to prioritize immediate and midterm infrastructure needs, including: realistic timelines, funding consequences, operational implications, and delivery options. | Commence needed infrastructure improvements, based on the developed plan. This would require establishing measurable goals on a cost/year development strategy. | Continue the improvements. Begin developing a long term planning approach to infrastructure. Initialize new fiscal policies and disciplines focused on building strategic fund balances to meet needs in future. |

| Strategic Priorities | Outcome Statements   | Initiatives (Short-Term)   | Initiatives (Mid-Term)   | Initiatives (Long-Term)  |
|----------------------|--|--|--|--|
| Roads assessment     | Recognize the need to have a road and transportation network in place, and maintained to a standard, that meets both the traditional and the emerging needs of Bluewater's citizens. | Review the transportation network in its entirety – as it pertains to the local, county and provincial network. Conduct a periodic needs and expectations assessment with the community being responsive to growth trends and changing usage patterns. | Align road assessment exercise with infrastructure plan, district approach and economic development initiatives. | Revisit the transportation network assessment against demographic and traffic pattern changes. |

DRAFT

| Strategic Priorities | Outcome Statements   | Initiatives (Short-Term)  | Initiatives (Mid-Term)  | Initiatives (Long-Term)  |
|----------------------|--|---|---|--|
| Streamlining         | Bluewater is committed to ensuring that it manages its assets in a way that best meets the demands of its residents, and to do so by selective allocation of finite resources. | Review asset management plan to identify any possible duplication of facilities by sector. Prioritize retention and use of facilities based on demographic planning and anticipation of future (vs. past) need and usage. | Establish a joint council-community steering committee empowered to action the findings of the facilities review. Options for facilities action would include: maintaining the facility as is, repurpose it to meet current/future needs, entering into a new operational agreement (i.e. public-private partnership, community operated, or contracted out), or sell, decommission, discontinue use of the facility. | Operationalize the options identified by the joint steering committee. This would require entering into a range of operating agreements with new potential new partners, staff and operating budget realignments, and the development of a new capital plan regarding facility services. |

***Strategic Pillar: Proactive Communication***

As civic engagement improves, growing expectations of accountable and transparent local government requires proactive communication approaches whereby communication protocols with the public, as well as at all levels of the organization, are set in such a way as to facilitate robust dialogue and clear information sharing. Included in proactive communication would be innovative means of establishing a more outbound place-setting narrative for the purposes of tourism and growth.

| Strategic Priorities         | Outcome Statements  | Initiatives (Short-Term)  | Initiatives (Mid-Term)   | Initiatives (Long-Term)  |
|------------------------------|---|---|--|--|
| Marketing and promotion plan | Establish Bluewater as an ideal setting for new businesses and tourism. Emphasize its quality of life as a means of encouraging residential growth. | Identify, as part of a marketing plan, exactly what are the key messages<br>Bluewater wants to share with the outside world; recognizing that it cannot be all things to all people. This focus needs to align with the emerging economic development plan. | Develop and launch a new communications approach. Engage partners based on their ability to better deliver and align with components of the approach (i.e. county, neighbouring municipalities, community groups). This will require identifying and assigning a % of the operating budget to this task. | Consider institutionalizing this function within the staff review and realignment, potentially creating a joint communications/ community development role support new approach to facilities delivery and economic development. |

|                                      |  |  |   |  |
|--------------------------------------|--|--|---|--|
| <p>Push/Pull communication model</p> | <p>Bluewater is committed to engaging and informing residents as stakeholders in key decisions. Communicating relevant municipal information, as well as soliciting input from residents, builds a solid foundation of trust.</p>  | <p>Build a truly interactive web presence, that is easily accessible and navigable; a site in which residents can interact with the municipality on multiple levels. Explore other communication media that the municipality may be able to invest in, to help fill the information gap.</p> | <p>Reassess the responsibility of Bluewater's communication strategy as part of an overall staff realignment. With a new facilities model, new approaches to working with community groups, and a commitment to ongoing citizen engagement, a dedicated communication role (full or part time) may be required.</p> | <p>Integration of new communications model (especially web services and social media) into a municipal services strategy, including web fiscal transactions, interactive online forms and permissions, etc.)</p> <p>New methods of communications included in staff training plan.</p> |
| <p>Wayfinding and identity</p>       | <p>A comprehensive approach to identity promotion - including wayfinding -will help Bluewater in terms of both promoting itself as a destination to the outside world (tourism and attracting new residents), and supporting a sense of common community with current residents.</p> | <p>Tourism effectiveness relies on establishing and promoting a unique and compelling identity that can be communicated beyond the municipal boundary.</p> <p>Identity re-branding review to assist in the creation of a sense of</p>  | <p>Establish a joint Council-community steering community dedicated to promoting tourism, including identifying the type of tourism that best suits the community, with a focus of implementing tactics derived from components of an economic development plan.</p>  | <p>Integrated tourism and economic development program launched. Ties into the District Development Strategy.</p>  |

|  |  |                  |  |  |
|--|--|------------------|--|--|
|  |  | "one" community. |  |  |
|--|--|------------------|--|--|

DRAFT



|   |  |   |  |  |
|---|--|---|--|--|
| <p>Organizational communication protocols</p> | <p>Bluewater is committed to ensuring that all levels of the organization are engaged, inspired, and energized to achieve operational excellence. Clear lines of communication and priority setting will enhance service delivery and better ensure organizational morale.</p> | <p>Review both internal and external communications protocol. Internal review will include a staff wide reference group. Community would have a parallel process with community representation. Protocols need to be realistic and respectful; but also not so structured that they hamper operational efficiency. They need to be both inward and outward serving.</p> | <p>Launch new communications protocol, along with a review mechanism. Ensure all stakeholders interests are fully considered, including: the public, staff, council, etc.</p> <p>In addition new protocol should follow the principles of: excellent customer service, mutual respect and organizational efficiency.</p> <p>Measuring the delivery of Communication Protocol can help form part of annual staff performance appraisal.</p> | <p>Review adapt and upgrade protocols overtime as need given: emerging technologies and media, public feedback, staff training and turnover.</p> |
|---|--|---|--|--|

***Strategic Pillar: Balanced Growth***

Given demographic and economic realities facing municipalities situated outside of the GTA, it is necessary to develop a growth plan to ensure new revenue sources can meet the increasing costs of existing service demands. With that being said, applying a uniform

growth model on all settlement areas would fail to appreciate the unique character and needs for each. Growth must be balanced both geographically and economically in such a way that it is sustainable.

| Strategic Priorities           | Outcome Statements  | Initiatives (Short-Term)  | Initiatives (Mid-Term)   | Initiatives (Long-Term)   |
|--------------------------------|---|---|--|---|
| Scale-based demographic growth | Bluewater will meet existing and future needs by identifying key growth areas in the municipality, while setting a pace that is sustainable with revenues and expenditures. | Review the current approach to development, recognizing that a "one size fits all" plan will not best meet the needs of the municipality. Develop a district approach to future planning and development; this will require a comprehensive viewing of the municipality as the sum of its settlement areas. | Launch a "district" plan. Areas within Bluewater would be defined as distinct quarters (e.g. Bayfield may be identified as the tourism district). Not all districts would have the same services; development would be distinctive to the district identification. | Tie the district approach, into the marketing plan and facilities realignment approach. |

|  |  |  |   |  |
|--|--|--|---|--|
| Targeted immigration                     | As a subset of demographic growth, Bluewater acknowledges that one of the only remaining means of growing the population is by attracting new immigrants.                  | Review this approach given the "district" model and identify what infrastructure needs should be in place to attract retain this demographic (e.g. housing that's affordable, public services, etc.) | Need to integrate with a comprehensive marketing plan, economic development approach, and identity approach (selling a lifestyle).  | Ongoing review process, realigning resources as needed. Tie the district approach, into the marketing plan, the economic development strategy and facilities realignment approach. |
| Youth recruitment and retention strategy | Bluewater acknowledges that it is important to not only attract youth to the municipality, but also to retain existing youth by ensuring there are adequate opportunities. | Review this approach given the "district" model and identify what infrastructure needs should be in place to attract retain this demographic (e.g. housing that's affordable, public services, etc.) | Need to integrate with a comprehensive marketing plan (target marketing to specific media - opportunity to engage County partnership and share costs) , economic development approach, and identity approach (selling a lifestyle). | Ongoing review process, realigning resources as needed. Tie the district approach, into the marketing plan, the economic development strategy and facilities realignment approach. |

|   |   |   |   |   |
|---|---|---|---|---|
| <p>Seniors retention strategy</p>         | <p>Bluewater is ideal for retirement communities, with several amenities and health facilities to meet the needs of an aging population. Bluewater is committed to building on this advantage while pursuing means by which residents can age with dignity.</p> | <p>Review this approach given the "district" model and identify what infrastructure needs should be in place (either new or realigned usage) to attract and retain this demographic (e.g. housing that's affordable, public services, etc.)</p> | <p>Establish an ongoing working relationship/ liaison with community service and healthcare providers, other levels of government, community groups .</p> <p>Seek ways municipality can provide meaningful services within its mandate and budgetary realities.</p> | <p>Ongoing review process, realigning resources as needed. Tie the district approach, into the marketing plan, the economic development strategy and facilities realignment approach.</p>           |
| <p>Attract more professional services</p> | <p>Developing a means by which to attract more professional services will stem some of the outflow of patronizing these services in neighbouring municipalities, and thus also help fortify the tax base.</p>   | <p>Alignment with the district approach, the marketing plan, and the immigration settlement plan in the short term. create the "desirability" for professionals to locate in Bluewater. (sell lifestyle)</p>                                    | <p>Opportunities in infrastructure streamlining should identify public facilities that can be repurposed to attract professionals, based on the district development plan.</p>  | <p>Conduct a periodic review with local professionals on their insights of the community. Seek ways for on-going communications on the merits of the community. Tie in Quality of Life program.</p> |

|  |  |  |  |  |
|--|--|--|--|--|
| <p>Agricultural diversification plan</p> | <p>Bluewater is committed to diversifying its arable land by attracting and encouraging niche cultivation. Recognizing the competitive advantage the community has in this sector; land, labour cost, access to market, and cultural acceptance.</p> | <p>Developing a realistic economic development approach recognizing Bluewater's natural competitive advantages.</p> <p>This approach would be the basis of aggressively seeking investment from private and other public sector sources to realize it.</p> | <p>This initiative needs to be included in on-going Marketing and Promotion strategy .</p> <p>Alignment with many other components of the plan including: housing, services review, infrastructure planning and youth and immigration attraction.</p> <p>Need to work with local business to assess and meet current and future needs, a working group for the economic development officer to create and sustain.</p> | <p>Review long-term planning policies to ensure conditions for future sectorial growth are in place.</p> <p>Proactively seek on-going assistance and support from senior levels of government.</p> |
|--|--|--|--|--|

***Strategic Pillar: Operational Excellence***

The ability to deliver services to people and property depends on a team-based approach whereby efficient communication is combined with good morale and alignment of purpose.

| Strategic Priorities         | Outcome Statements   | Initiatives (Short-Term)   | Initiatives (Mid-Term)   | Initiatives (Long-Term)   |
|------------------------------|--|--|--|---|
| Multi-year budgeting         | Bluewater will pursue a phase-based approach to integrating a multi-year budgeting process that will speak to some degree of predictability and discipline.  | Identify starting points to develop both multi-years operating and capital budgets. Review existing fiscal policy framework to ascertain which policies need to be added or upgraded to realize this goal. | Initiate (pilot) multi-year elements in the budget process. Begin with the capital budget, aligning this process with the Infrastructure Strategy that is on-going. Create a set of metrics to measure the effectiveness of this approach. Adopt new fiscal policies as needed to implement this approach. | Develop a multi-year capital budget. Create the conditions to begin implementation of a multi-year operating budget.            |
| Alternative service delivery | Bluewater is committed to delivering services in a timely and efficient manner, as well as in developing new partnerships with both public and private entities to reduce costs and capitalize on expertise. | Formally explore a range of a service delivery option, in conjunction with other strategic initiatives. List the pros/cons of each approach [see section on 'Streamlining' under Infrastructure]           | Consider consulting on the prospect of P3s with assistance by such groups as PPP Canada.<br><br>Formalize a process to seek partnerships with other similar entities (municipalities, service providers, etc) to seek service effectiveness.   | Integrate this approach with staff realignment process, new staff performance review system, and multi-year budgeting strategy. |

|  |  |   |  |  |
|--|--|---|--|--|
| <p>Evaluation and feedback throughout the life of the strategic plan</p> | <p>Bluewater council and staff are committed to a shared blueprint of long-range sustainable change.</p>   | <p>Consult with the community to validate the implementation of the strategic plan.</p>   | <p>Prepare a midterm report of vision actualization and a progress update on the strategic plan implementation.</p>  | <p>Compare the vision to the actual implementation of the plan to provide a foundation and continuity to the next strategic plan.</p>            |
| <p>Organizational communication protocols</p>                            | <p>Bluewater is committed to ensuring that all levels of the organization are engaged, inspired, and energized to achieve operational excellence. Clear lines of communication and priority setting will enhance service delivery and better ensure organizational morale.[Communications]</p> | <p>Review both internal and external communications protocol. Internal review will include a staff wide reference group. Community would have a parallel process with community representation. Protocols need to be realistic and respectful; but also not so structured that they hamper operational efficiency. They need to be both inward and outward serving.</p> | <p>Launch new communications protocol, along with a review mechanism.</p> <p>Ensure all stakeholders interests are fully considered, including: the public, staff, council, etc. In addition new protocol should follow the principles of: excellent customer service, mutual respect and organizational efficiency.</p> <p>Measuring the delivery of Communication Protocol can help form part of annual staff performance appraisal.</p> | <p>Review adapt and upgrade protocols overtime as need given: emerging technologies and media, public feedback, staff training and turnover.</p> |

|   |  |   |   |   |
|---|--|---|---|---|
| <p>Promoting a training and professionalization culture</p> | <p>Bluewater is committed to attracting, developing, and maintaining high-quality, professional staff.</p> | <p>Commit to staff training, teambuilding, and professional development. Need to create a training plan for <u>all staff</u>; focused on both technical and human skills.</p> | <p>Establish a professional development fund for skills advancement.</p> <p>Align staff training program to annual performance review process.</p> <p>Set Municipal standards for staff training.</p> | <p>Create a succession plan.</p> <p>Develop a staff- role foresight model; use staff training to consider realignment strategy.</p> |
|---|--|---|---|---|

DRAFT



***Strategic Pillar: Economic Development***

Economic development is one of the essential keystones to growth and sustainability. A targeted approach in this area will ensure a beneficial mix that is realistically tailored to the strengths and needs of Bluewater.

| Strategic Priorities                    | Outcomes  | Initiatives<br>(Short-Term)  | Initiatives<br>(Mid-Term)   | Initiatives<br>(Long-Term)  |
|---|---|--|---|---|
| Diversified and scale-based development | Bluewater acknowledges the importance of a diversified approach that not only addresses the needs of the community, but also insulates against market volatility. | <p>Identify economic strengths and distinguished identity markers in each district. Developed a multi-player role, identifying potential partners and alliances that can advance the economic development plan.</p> <p>Work on a "district approach" model [Balanced Growth]</p> | Work with strategic partners and alliances to proactively market the community as place for business to invest and settle in. Explore entrepreneurial initiatives to encourage local citizens and companies to start/expand businesses. | <p>Develop a grand integration strategy, bringing together elements of economic development, marketing, communications, etc.</p> <p>Ensure alignment with capital budgeting, and long-term infrastructure planning.</p> |

|  |   |  |  |  |
|--|---|--|--|--|
| <p>Removing barriers to new business opportunities</p> | <p>Bluewater is committed to the philosophy that, in order to thrive and attract new business, barriers will be removed in such a way that Bluewater will be seen as “open for business.”</p> | <p>Review and revise development practices and policies (a consultation process may be necessary at this stage).<br/>[Communications Protocols, Operational Excellence]</p>                    | <p>Key role for economic development staff to engage in on-going consultation with business community and bring recommendations forward on a regular basis.<br/><br/>Integrate with staff training customer service models that have a distinctive business focus.</p> | <p>Add a measure to new performance appraisal system.<br/><br/>Conduct a periodic 3rd party review of practices.</p> |
| <p>Mixed-use housing</p>                               | <p>A diversified economic mix necessarily entails housing that is affordable for all wage levels to better ensure that employees can both live and work in Bluewater</p>                      | <p>Conduct a review assessment of existing housing stock to determine fit, create a community inventory, to be shared with community at large, developers, etc.<br/>[Economic Development]</p> | <p>Tie housing review into youth retention and attraction and targeted immigration strategy.<br/><br/>Consider the possibilities (if required) of the implementing municipal policies to encourage "housing that is affordable" strategies.</p>                        | <p>Ensure alignment with other relevant documents. including official plan review.</p>                               |

|   |  |   |   |   |
|---|--|---|---|---|
| <p>Forging partnerships with other levels of government</p> | <p>Bluewater will work with other levels of government to harmonize and align funding objectives, end redundancies, and collaboratively address shared issues.</p> | <p>Conduct funding audits to identify where disagreements exist, and align grants with strategic priorities.</p>  | <p>Conduct Town Hall information sessions relating to new developments.</p>   | <p>Nurture a cross-functional approach to partnership to avoid "departmental silos".</p>  |
| <p>Value-added components to agriculture</p>                | <p>See the Agricultural Diversification Plan</p>   | <p>An alignment strategy to ensure that infrastructure, roads, development, and future labour force (youth retention, immigration and attraction) needs are identified.</p> | <p>This initiative needs to be included in on-going Marketing and Promotion strategy .<br/><br/>Need to work with local business to assess and meet current and future needs, a working group for the economic development officer to create and sustain.</p> | <p>Review long-term planning policies to ensure conditions for future sectorial growth are in place.<br/><br/>Proactively seek on-going assistance and support from senior levels of government</p> |

|                                     |  |   |   |  |
|-------------------------------------|--|---|---|--|
| <p>Marketing and promotion plan</p> | <p>Establish Bluewater as an ideal setting for new businesses and tourism. Emphasize its quality of life as a means of encouraging residential growth.</p> | <p>Identify, as part of a marketing plan, exactly what are the key messages Bluewater wants to share with the outside world; recognizing that it cannot be all things to all people. This focus needs to align with the emerging economic development plan.</p> | <p>Develop and launch a new communications approach. Engage partners based on their ability to better deliver and align with components of the approach (i.e. county, neighbouring municipalities, community groups). This will require identifying and assigning a % of the operating budget to this task.</p> | <p>Consider institutionalizing this function within the staff review and realignment , potentially creating a joint communications/ community development role support new approach to facilities delivery and economic development.</p> |
|-------------------------------------|--|---|---|--|

DRAFT

***Strategic Pillar: Quality of Life***

One of Bluewater’s key assets is the quality of life enjoyed by its residents. It is essential that priorities are set that not only anticipate changing needs, but sustainably and responsibly grow capacity in the provision of services and facilities for residents.

| Strategic Priorities                                      | Outcomes   | Initiatives<br>(Short-Term)   | Initiatives<br>(Mid-Term)  | Initiatives<br>(Long-Term)   |
|---|--|---|--|--|
| Encourage coordination of service clubs municipality-wide | Bluewater has an exceptional volunteer base. Encouraging cooperation through facilitation will better ensure alignment of service club initiatives in the community, reduce working at cross-purposes, and better position service clubs to engage in larger scale community projects. | Tie this strategy into communication protocols and operational excellence (staff training) .<br><br>Review municipal policies ( including facility use) to better facilitate this approach. | Potential staff realignment strategy. See tactics under communication. A new staff role may include this function as well.<br>[Communications] | Tie into the new vision of Bluewater " <i>Building One Community</i> ". Encourage service clubs to see the community as a single entity. |

|   |  |  |   |   |
|---|--|--|---|---|
| <p>Attract and retain medical professionals</p> | <p>Bluewater's aging population will require more medical professionals to meet demographic needs, such as doctors, specialists, nurse practitioners, and registered nurses.</p> | <p>Alignment with the district approach, the marketing plan, and the immigration settlement plan in the short term. create the "desirability" for professionals to locate in Bluewater. (sell lifestyle)</p> | <p>Opportunities in infrastructure streamlining should identify public facilities that can be repurposed to attract professionals, based on the district development plan.</p>  | <p>Conduct a periodic review with local professionals on their insights of the community. Seek ways for on-going communications on the merits of the community. Tie in Quality of Life program.</p> |
| <p>Mixed-use housing</p>                        | <p>A diversified economic mix necessarily entails housing that is affordable for all wage levels to better ensure that employees can both live and work in Bluewater</p>         | <p>Conduct a review assessment of existing housing stock to determine fit, create a community inventory, to be shared with community at large, developers, etc [Economic Development]</p>                    | <p>Tie housing review into youth retention and attraction and targeted immigration strategy.</p> <p>Consider the possibilities (if required) of the implementing municipal policies to encourage "housing that is affordable" strategies.</p> | <p>Ensure alignment with other relevant documents. including official plan review.</p>  |

|  |  |  |  |  |
|--|--|--|--|--|
| Seniors retention plan                           | Bluewater is ideal for retirement communities, with several amenities and health facilities to meet the needs of an aging population. Bluewater is committed to building on this advantage while pursuing means by which residents can age with dignity. | Review this approach given the "district" model and identify what infrastructure needs should be in place (either new or realigned usage) to attract and retain this demographic (e.g. housing that's affordable, public services, etc.) | Establish an ongoing working relationship/ liaison with community service and healthcare providers, other levels of government, community groups .<br><br>Seek ways municipality can provide meaningful services within its mandate and budgetary realities. | Ongoing review process, realigning resources as needed. Tie the district approach, into the marketing plan, the economic development strategy and facilities realignment approach. |
| Actively promote existing recreational amenities | Bluewater is committed to fostering a healthy and engaged community that is aware of existing amenities, and are actively encouraged to make use of them; while recognizing the community's emerging and changing demographic realities.                 | Review the possibilities if creating a new role; dedicated staff member as Director of Community Recreation. Align with new approach to facilities management and increased formal involvement with community groups.                    | Aligns with youth, seniors and immigration attraction and retention plan.  | Establish ongoing review, a set of metrics measuring continuing value and appropriate usage levels.  |

|   |  |  |  |   |
|---|--|--|--|---|
| <p>Repurpose some recreational facilities as community hubs for multi-age use</p> | <p>Bluewater recognizes that demand for recreational services and facilities will shift with demographic change. To better maximize the use of existing facilities, Bluewater will assess how these may be flexibly repurposed in anticipation of multi-age user groups.</p> | <p>Review asset management plan to identify any possible duplication of facilities by sector. Prioritize retention and use of facilities based on demographic planning and anticipation of future (vs. past) need and usage [Streamlining]</p> | <p>Establish a joint council-community steering committee empowered to action the findings of the facilities review. Options for facilities action would include: maintaining the facility as is, repurpose it to meet current/future needs, entering into a new operational agreement (i.e. public-private partnership, community operated, or contracted out), or sell, decommission, discontinue use of the facility.</p> | <p>Operationalize the options identified by the joint steering committee. This would require entering into a range of operating agreements with new potential new partners, staff and operating budget realignments, and the development of a new capital plan regarding facility services.</p> |
|---|--|--|--|---|

DRAFT



## Appendix A – Glossary of Terms

In the interests of transparency and accessibility, the use of local government terminology should be defined so as to ensure that members of the public who are not familiar with said terminology are better apprised of what they mean, and thus how these are employed in the strategic pillars.

**Alternative Service Delivery (ASD):** *See Public-Public and Public-Private Partnerships.*

**Multi-Year Budgeting:** The operational practice by which municipal budgeting takes an anticipatory approach to financial needs, and allocates appropriate levels of base funding to meet said needs. Such an approach ensures an additional measure of discipline and predictability.

**Public-Public and Public-Private Partnerships (P3s, PPPs):** The means by which municipalities can enter into formal arrangements with public or private sector entities for the more efficient and financially sustainable delivery of services. Apart from cost-savings, such arrangements can bring together specialist expertise in service delivery areas.

**Push-Pull Communication:** A communication model by which local government ensures the timely release of information pertinent to the public (push), and a means by which the public is encouraged to provide input (pull).

**Scale-Based Growth:** As opposed to scope-based growth, scale-based growth recognizes that growth strategies must be tailored to specific needs of geographic areas, capacity, and community desire.

## **Appendix B – Economic Development Plan**

Forthcoming.

**DRAFT**

## **Appendix C – Raw Consultation Data From Public Consultations**

Forthcoming.

**DRAFT**