



STRATEGIC
PLANNING

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Destination
City of Clarence-Rockland

STRATEGIC PLAN

2015 to 2021

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Message from Mayor and Council



Your Council is pleased to share with you the 2015-2021 Strategic Plan for the City of Clarence-Rockland.

This Strategic Plan represents the culmination of a comprehensive community engagement process which included workshops, online and website surveys. We would like to extend our sincere appreciation to all those that participated in the consultation process. You provided significant insight into your vision for the future of Clarence-Rockland; which services are highly valued and the level of satisfaction with the delivery of these services and, most importantly, the identification of municipal priorities.

Based on your feedback, the municipality is now positioned to align community goals and objectives with Council's priorities and enhance our accountability with our stakeholders.

The Plan is focused on four mutually supportive Pillars: **Sense of Community; Health and Wellness; Financial Stability and Environmental Responsibility.** These Pillars function as the foundation in establishing priorities for change.

This Strategic Plan is intended to provide focus and assistance to Council, the City's administration and the community so that we may collaboratively develop priorities to ensure that we remain a vibrant, healthy and sustainable City as we move forward into the future.

The City of Clarence-Rockland remains committed to working with its communities to make the City a destination of choice.

We are now positioned to take those first important steps to make.... **Destination Clarence-Rockland.....** a reality.

Message from the Chief Administrative Officer

A strategic planning process represents one of the most important initiatives that is undertaken by a municipality. It enables the administration to develop a clear and achievable “blueprint” in the establishment of future directions and priorities. Throughout the planning process, members of Council, the community and our employees have worked diligently to achieve common goals and objectives to transform a collective vision into reality.

I would like to express a sincere thank you to all participants who attended our workshops and those



of you who took time to fill out the survey or write to us to share ideas about the future direction of Clarence-Rockland. This plan would not have been possible without your valued input-we could not have done it alone.

Please be assured that the Strategic Plan will be a “living document”. The priorities and directions articulated in the plan will be continuously monitored and updated to remain current with the changing times.

Again, thank you .

Background

In 2015, the City of Clarence- Rockland initiated a Strategic Planning process to define the City's Vision, Mission, Goals and Objectives for a 3 - 4 year time period.

The Strategic Planning process was very much an interactive one involving many of Clarence-Rockland's stakeholders. The 2015-2021 Strategic Plan has been developed based on extensive participation and feedback from over 1300 community members and addresses the needs that have been identified by Council members and the City's administration. The priorities identified in this Strategic Plan, therefore, represent a collaborative effort taking into consideration the needs of the Clarence-Rockland community stakeholders.

Based on the feedback received through workshops, online surveys and emails, the following four (4) Strategic Pillars were identified as pivotal to the efficient and effective delivery of municipal services to our community: ***Sense of Community, Health and Wellness, Financial Stability and Environmental Responsibility.***

We believe that this Strategic Plan will:

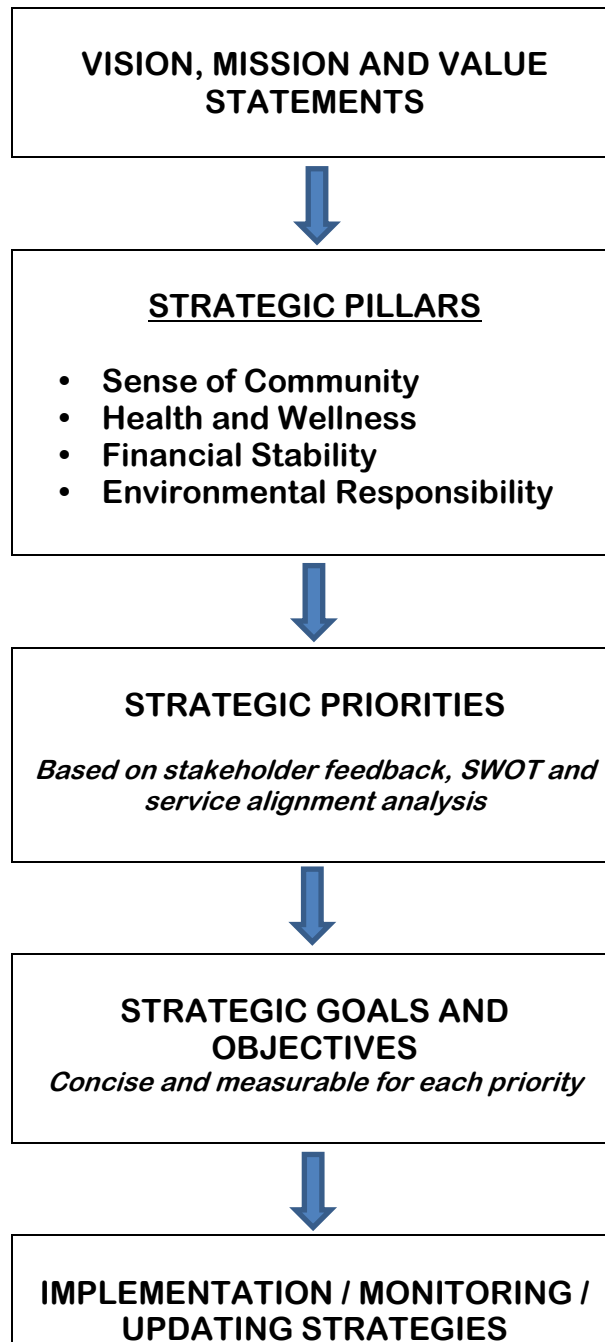
- align goals and objectives with Council's priorities and enhance accountability to our stakeholders,
- serve as a reference point to identify community needs,
- ensure the effective and efficient use of resources,
- provide direction to employees,
- establish an interrelationship between strategic priorities and municipal planning and budget approvals; and
- serve as a tool to measure and evaluate day-to-day operations against strategic priorities

This Strategic Plan represents the culmination of an extensive "self-assessment" and planning process. This involved a determination of Corporate Values; Mission and Vision Statements; assessment of community feedback; identification of

Pillars for change; establishment of strategic priorities, goals and objectives; and monitoring strategies.

Table 1.1 provides an overview of the Strategic Planning process.

Table 1.1



Vision

To be the best place to live, by being welcoming, bilingual, self-sufficient, safe and family oriented. Clarence-Rockland will be a healthy, economically sustainable and environmentally sensitive community that will continuously invest in its future.

Mission

The City of Clarence- Rockland provides excellent local government services by demonstrating leadership, partnerships and a commitment to meet community needs. Services are delivered efficiently and effectively while respecting financial sustainability, the environment and the cultural well-being of the community.

Values

The development of the City's Strategic Plan, has been founded on the core ideologies of the municipality - ideologies that reflect what the organization believes in and how these will determine how the municipality will conduct its business and provide services as it moves forward into the future.

To this end, the City embraces the following values and commits to:

- provide ***excellence in customer service*** by researching and incorporating best practices of peer municipalities and implementing continuous improvement strategies
- ***conduct its business in an open and transparent manner*** by sharing timely and relevant information to stakeholders
- ***conduct its affairs with integrity by being honest, consistent and accountable*** for all actions taken by the municipality.

- ***respect the individual rights*** of employees and community stakeholders to support a work environment that exemplifies teamwork and mutual respect



Community Consultation

Stakeholder engagement and feedback represented a fundamental underpinning in the development of this Strategic Plan. Numerous venues were provided to secure public input into the strategic planning process. Stakeholders were requested to provide insight into the following:

- what services are most important to the community and what is the satisfaction level in the provision of the services?
- strengths, weaknesses, opportunities and threats (SWOT) to the municipality and its stakeholders
- identifying a **Vision** for a future Clarence-Rockland
- identifying key information sources that are used when seeking information about municipal issues
- importance of securing more retail and employment opportunities
- identifying municipal priorities

Approximately 23 workshops were held in April-June, 2015. These workshops involved a total of 474 participants. Supplementing the workshops, access to an online survey was available from May 1-July 8, 2015. Approximately 812 citizens in total participated in this survey opportunity. The total number of participants represented approximately 4% of the City's population.

The workshops and online surveys were advertised via mail - outs, the local newspaper, bus and bus shelter adds, electronic message boards and the City's website.

What Did We Hear?

Based on the results of the workshops and online surveys, a prioritized summary was compiled by the administration identifying the services that were considered most important to the quality of life of Clarence-Rockland residents and businesses and, as importantly, the associated level of satisfaction in the provision of these services.

In many instances, there was a “strong alignment” with the importance of a service and the level of satisfaction with that service. By example, a service which was viewed as very important to the respondents and had a corresponding high level of satisfaction was assumed to have a “strong” alignment. Conversely, some services that were viewed as very important to the community but had a low level of satisfaction. These services would be seen as having a “poor” or “fair” alignment and, as such, warranted attention in identifying priorities for the Strategic Plan. Appendix A provides an overview of the alignment analysis conducted by staff.

The Strategic Priorities highlighted in this Plan reflect a desire to strengthen the alignment of highly valued services where warranted and, as well, respond to needs identified by Council and the administration.

Strengths, Weaknesses, Opportunities and Threats (SWOT)

In order to identify strategic directions to move forward into the future, it was important for the organization to undertake an objective assessment of itself. Accordingly, the consultation process requested respondents to identify:

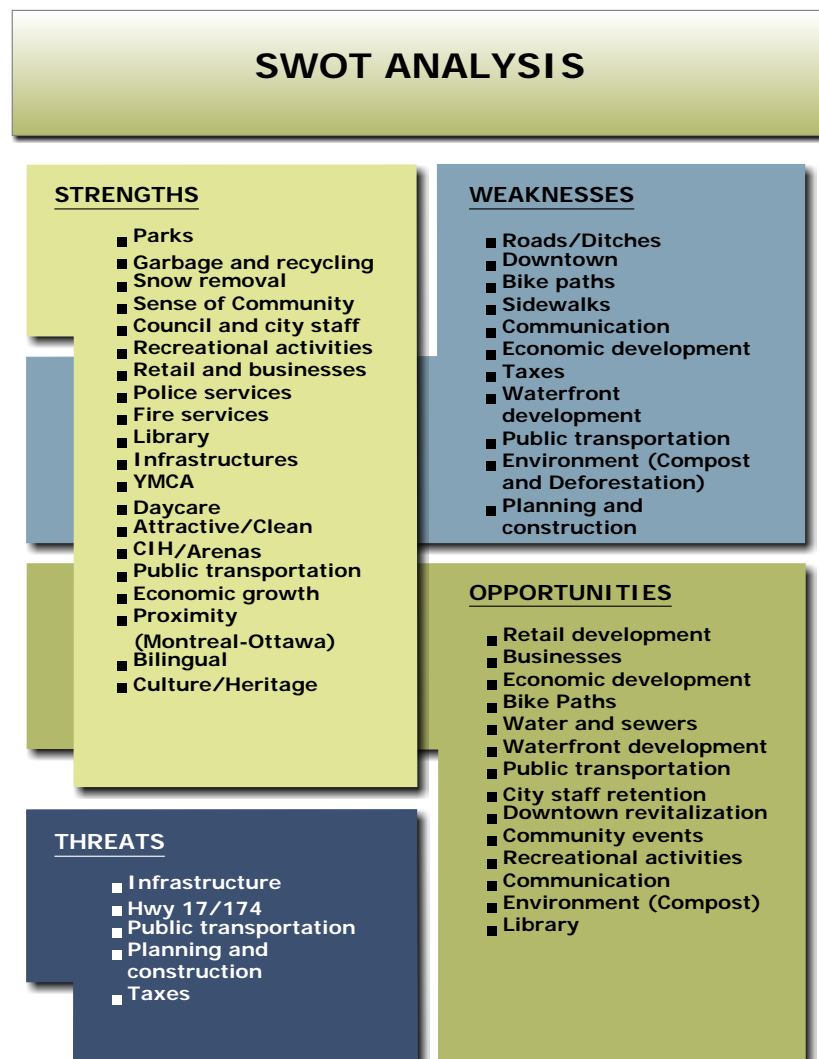
- what the City does well;
- where improvements are required in the provision of services;
- what opportunities are available to address needed improvements and position itself to deal with threats to the organization ; and

- internal/external threats that could have a negative impact on the municipality.

The results of this analysis represents an integral consideration in the strategic planning exercise. The SWOT analysis serves as a strategic management tool and enables the municipality to undertake a self-assessment of its current internal processes, and allows it to identify opportunities for change taking into consideration limitations of the organization and any threats facing it.

Table 1.2 represents a consolidated summary of the SWOT analysis obtained through the consultation processes.

Table 1.2



The Strategic Plan Framework

STRATEGIC PILLARS:

The City of Clarence-Rockland is committed to the provision of municipal services in a sustainable manner to meet the present and future needs of its communities. This Strategic Plan represents a significant milestone in achieving this objective.

The community consultation process highlighted that the municipality operates within the following four (4) separate and identifiable Pillars. The City's **Vision** is supported by these Pillars:

SENSE OF COMMUNITY

The residents and businesses in the City of Clarence-Rockland are proud of their bilingual culture, their rich heritage, the abundance of natural features in both a rural and urban setting and the extensive number of municipal facilities. It is important that the municipality acknowledge these traits and provide services that reinforce these community values.

HEALTH AND WELLNESS

The municipality commits to providing services that respond to the continued health and well-being of its residents.

FINANCIAL STABILITY

The City of Clarence-Rockland is subject to increasing demands to maintain existing infrastructure and programs and, as well, position itself for the future. It is, therefore, critical that the municipality ensure that appropriate levels of funding are available to meet community needs and expectations. It is necessary that Council and the administration assesses and implement innovative funding strategies to meet the pressures of funding future requirements.

ENVIRONMENTAL RESPONSIBILITY

The municipality has a significant amount of infrastructure that needs to be maintained in an environmentally responsible manner. The municipality must

ensure that timely rehabilitation works are implemented to protect our environment while meeting the needs of the community. It is anticipated that the municipality will continue to grow thus placing further pressures on sound environmental stewardship.

The Pillars serve to provide a focus for the municipality in order to provide timely services to meet operational needs. The Pillars provide guidance for the development and implementation of strategic priorities to meet the challenges facing the municipality as it moves forward into the future.

STRATEGIC PRIORITIES:

This Strategic Plan has identified Strategic Priorities for each of the four Pillars referenced above. Table 1.3 identifies Strategic priorities for each of the four (4) Pillars.

Table 1.3 – Strategic Priorities

SENSE OF COMMUNITY	HEALTH AND WELLNESS	FINANCIAL STABILITY	ENVIRONMENTAL RESPONSIBILITY
<ol style="list-style-type: none"> 1. Riverfront Development 2. Downtown Revitalization 3. Communication 4. Image and Promote 	<ol style="list-style-type: none"> 1. Active Transportation 2. Integrated Accessibility Standards 3. Emergency Preparedness 4. Recreational Facilities 	<ol style="list-style-type: none"> 1. Economic Development 2. Commercial/Industrial Growth 3. Tax Base 4. Funding Opportunities 	<ol style="list-style-type: none"> 1. Growth Management 2. Planning 3. Asset Management

GOALS AND OBJECTIVES:

For each Strategic Priority referenced in Table 1.3, the Strategic Plan identifies concise and measurable goals and objectives for each priority. **Appendix B** summarizes the associated goals and objectives for each Strategic Priority; highlights budget requirements (where necessary) and identifies the lead department assigned primary responsibility to oversee a Strategic Priority. **Appendix C** summarizes departmental involvement for each Priority.

Implementation and Monitoring

The Strategic Plan must be a “living document”. It is critical that the strategic actions itemized in the Plan be identifiable and measurable. As such, there must be a mechanism contained within the Plan to continuously assess the progress of the Strategic Plan’s action items and ensure that they are monitored and adjusted accordingly. In order to cascade Strategic Priorities throughout the organization, the Plan will require the following actions:

Assignment of Responsibilities: Strategic Goals will be assigned to a lead department that will assume responsibility for implementation of the associated Strategic Objectives. The department head will be required to provide regular report updates to the Chief Administrative Officer on the progress of the Strategic Goals. It is understood that other departments may be involved in a Strategic Goal; however, only the lead department head will provide the updates to the Chief Administrative Officer.

Performance Reviews: As appropriate, annual employee performance reviews will contain a requirement to address Strategic Plan goals and objectives for the forthcoming year. The department head will assign the Strategic Objectives to appropriate employees and ensure that regular progress meetings are convened with the employee throughout the year to monitor progress on Strategic Objectives.

Annual Budgets: The administration will ensure that funding to implement Strategic Priorities are reflected in the draft capital works and operating programs for Council’s consideration and approval.

Reporting to Council: The Chief Administrator Officer (CAO) will provide Council with semi-annual updates on the progress of the Strategic Plan Priorities. The CAO will also provide a year-end report for Council’s review in respect of the accomplishments of the administration for the current year, future undertakings and a status report on compliance with Strategic Planning Priorities.

The above actions will ensure that approved Strategic Objectives are cascaded throughout the organization.

Updates: The Corporate Strategic Plan will be reviewed and updated as necessary at least every 5 years. However, as external and internal factors dictate, it may be necessary to amend the Strategic Priorities identified in this plan at an earlier date.

Strategic Accomplishments

The Strategic Planning process was initiated in 2015; however, since that time, the municipality has commenced or completed several Strategic Priority initiatives that are complementary to the Strategic Priorities contained in this Plan. They are summarized as follows:

Asset Management: Council has approved the framework for the development of a Corporate Asset Management Plan. Phase 1 of the Plan was approved by City Council in November, 2017. Phase 2 is scheduled for approval by mid-year 2018.

Growth Management: Growth forecasts (2018-2043) have been developed and will be a critical component for the update of the City's Development Charge Bylaw. These forecasts, also, will be used for several servicing studies (e.g. water and wastewater treatment plant upgrades, master servicing studies etc.) that are currently underway.

Health and Wellness: A Recreation Master Plan was approved by Council in 2016.

Policies: Revisions have been made to the City's purchasing policies and bylaw; information technology policies and procedures; and road closure procedures. Council has approved a policy with respect to addressing community requests.

County Road 17/174: The City of Clarence-Rockland has been liaising with the United Counties of Prescott and Russell to incorporate paramedic service requirements into a new fire station.

Economic Development: The City has worked collaboratively with the United Counties of Prescott Russell to secure a \$40 million commitment from the province for the widening of County Road 17. Additionally, the municipality has participated in meetings with provincial and federal elected representatives to ensure that the widening of County Road 17/174 remains a high priority with all levels of government.

Heritage Tour: In conjunction with Heritage Committee staff has identified sites of historical significance and developed pamphlets and a heritage tour of these sites.

Commercial/Industrial Growth: A location analysis and recommendation for the development of a new industrial park was presented to Council in 2017. A detailed business (including several options was presented to Council at an in-camera session in September 2017). A proposal for 2018 has been included in the 2018 Capital Budget for development of industrial lands.

Revitalization of Downtown Core: Council approved a funding partnership (referred to as the Core Improvement Program) to encourage improvements to the existing business within the downtown core. The 2017 capital works budget has also allocated funding for the beautification of the downtown business core.

SERVICE ALIGNMENT ANALYSIS

SERVICE CATEGORY	LEVEL OF IMPORTANCE	LEVEL OF SATISFACTION	ALIGNMENT LEVEL
1 Street Repairs	96%	22%	POOR
2 Snow Clearing	92%	63%	GOOD
3 Fire and Rescue	92%	77%	EXCELLENT
4 Garbage	89%	80%	EXCELLENT
5 Parks, Open Space	86%	63%	GOOD
6 Police	87%	71%	GOOD
7 Recycling	84%	74%	EXCELLENT
8 Recreational	82%	54%	GOOD
9 Storm Drain/Flood	81%	50%	FAIR
10 Widening C-R 17/174	80%		
11 Planning	78%	34%	FAIR
12 By-law Enforcement	77%	52%	GOOD
13 Street Lighting	76%	64%	EXCELLENT
14 City Website	75%	57%	GOOD
15 Sidewalks	71%	46%	GOOD
16 Construction	70%	36%	FAIR
17 Downtown Revitalization	69%	25%	FAIR
18 Arts, Culture	63%	32%	FAIR
19 Library	59%	56%	EXCELLENT
20 Transit	55%	25%	GOOD
21 Daycare	52%	34%	GOOD

Destination - Clarence-Rockland
2015 - 2021 Strategic Action Plan

Strategic Priority - Riverfront Development					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
<div style="writing-mode: vertical-rl; transform: rotate(180deg); background-color: #00838f; color: white; padding: 5px; text-align: center;">SENSE OF COMMUNITY</div> To increase recreation, tourism and economic development opportunities along Ottawa Riverfront	<ul style="list-style-type: none"> • Liaise with Park Advisory Committee to develop concept plan for Du Moulin Park 	<ul style="list-style-type: none"> • Evaluate staged implementation strategies and Development Charge impacts for Du Moulin Park • Liaise with UCPR economic development staff to identify riverfront opportunities • Research best practices re: riverfront development • Develop riverfront Master Plan • Investigate funding opportunities • Identify public/private partnerships to develop riverfront 	City - Operating Budget Consultant - \$60K	Community Services * Infrastructure and Planning	

* Lead Department

Destination - Clarence-Rockland
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Strategic Priority - Downtown Revitalization						
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments	
	2018	2019-2021				
SENSE OF COMMUNITY	To revitalize the downtown core area	<ul style="list-style-type: none">• Review best practices of peer municipalities• Develop phased street improvement plan and obtain implementation funding approvals• Research feasibility of incentives for densification projects in the core downtown and village areas (e.g. feasibility of mixed use commercial/ residential)• Convene regular business association meetings	<ul style="list-style-type: none">• Implement phased infrastructure improvements• Ongoing• Ongoing	City - Operating and Capital budgets	Infrastructure and Planning * Finance and Economic Development	

* *Lead Department*

Destination - Clarence-Rockland
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Strategic Priority - Communications					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
SENSE OF COMMUNITY	To enhance external and internal communications regarding delivery of municipal services	<ul style="list-style-type: none"> • Identify policies and procedures required to deliver efficient and effective municipal services • Prioritize policies and procedures; and develop an implementation schedule for council approval 	<ul style="list-style-type: none"> • Ongoing • Ongoing 	City - Operating Budget	Office of the CAO * All Departments

* Lead Department

Destination - Clarence-Rockland
2015 - 2021 Strategic Action Plan

Strategic Priority - Communications					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
SENSE OF COMMUNITY	To implement an integrated document management system (SharePoint)	<ul style="list-style-type: none"> • Review best practices of peer municipalities • Issue RFP to retain consultant to design SharePoint for intranet and City's Website • Implement recommendations 	<ul style="list-style-type: none"> • Ongoing 	City - Operating and Capital Budget • Consultant appointment \$70K	Clerk * All Departments

* Lead Department

Destination - Clarence-Rockland
2015 - 2021 Strategic Action Plan

Strategic Priority - Image and Promote					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
SENSE OF COMMUNITY	Optimize utilisation of staff resources	<ul style="list-style-type: none"> • Undertake skills inventory of existing staff compliment • Ongoing • Identify and implement inter-departmental opportunities regarding staff utilization 	City - Operating Budget	Human Resources * All Departments	

* Lead Department

Destination - Clarence-Rockland
2015 - 2021 Strategic Action Plan

Strategic Priority - Image and Promote					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
SENSE OF COMMUNITY	Develop corporate succession plan	<ul style="list-style-type: none"> • Research best practices of peer municipalities and businesses • Identify positions requiring a succession plan strategy • Provide training and hands-on work opportunities to designated positions 	City - Operating Budget	Human Resources * All Departments	

** Lead Department*

Destination - Clarence-Rockland
2015 - 2021 Strategic Action Plan

Strategic Priority - Active Transportation					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
HEALTH AND WELLNESS	To promote active transportation by developing an integrated bike path and cycling system	<ul style="list-style-type: none"> • Develop active transportation needs for urban and rural areas • Review best practices of peer municipalities • Develop prioritized master transportation plan and associated costs for the urban and village core areas. Subsequently, linkages will be assessed between these areas. • Implement infrastructure needs • Investigate possible Provincial and Federal funding programs • Develop cycling and path standards 	City - Operating and Capital	Community Services * Infrastructure and Planning	

* Lead Department

Destination - Clarence-Rockland
2015 - 2021 Strategic Action Plan

Strategic Priority - Emergency Preparedness					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
HEALTH AND WELLNESS	Update Corporate Emergency Management Response Program	<ul style="list-style-type: none"> • Update Emergency Management Committee By-Law • Update Emergency Response Plan By-Law • Identify training requirements for Emergency Control Group and submit to province • Conduct and evaluate annual Emergency Response Exercise 	City - Operating Budget	Protective Services * All Departments	
		• Ongoing			

* Lead Department

Destination - Clarence-Rockland
2015 - 2021 Strategic Action Plan

Strategic Priority - Integrated Accessibility Standards						
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments	
	2018	2019-2021				
HEALTH AND WELLNESS	To update accessibility 5 year plan and associated policies	<ul style="list-style-type: none">• Review current Accessibility Plan and Policies	<ul style="list-style-type: none">• Prepare annual progress report re: implementation of accessibility measures	City - Operating and Capital Budget	Clerk * Community Services Infrastructure and Planning Protective Services	<ul style="list-style-type: none">• Update of Accessibility Plan and Policies will comply with mandatory Integrated Accessibility Standards (IASR)
		<ul style="list-style-type: none">• In conjunction with Accessibility Advisory Committee, develop 2018-2023 Plan and Policies• Identify and implement training requirements• Identify accessibility needs and costs for recreation and administration buildings	<ul style="list-style-type: none">• Post 2018-2023 plan/policies on web-site• Submit updated Accessibility Plan and Policies to Province• Ongoing			

* Lead Department

Destination - Clarence-Rockland
2015 - 2021 Strategic Action Plan

Strategic Priority - Recreational Facilities					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
HEALTH AND WELLNESS	To expand indoor recreational space	<ul style="list-style-type: none"> • Municipality to identify its community recreation needs • Review best practices • Establish public - private partnership and develop terms of reference • Execute a memorandum of understanding with private sector partner re: operation of site 	City - Operating and Capital Budget	Community Services * Infrastructure and Planning	

** Lead Department*

Destination - Clarence-Rockland
2015 - 2021 Strategic Action Plan

Strategic Priority - Economic Development						
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments	
	2018	2019-2021				
FINANCIAL STABILITY	Increase Economic Development opportunities by improving County Road 17 and Highway 174 corridor	<ul style="list-style-type: none">• Review current "lobbying" initiatives to expand and improve County Road 17/174 corridor	<ul style="list-style-type: none">• Ongoing	City - Operating Budget	Finance and Economic Development * Infrastructure and Planning	<ul style="list-style-type: none">• UCPR is road authority. Clarence-Rockland will be in a support role. • Ottawa is jurisdictional authority for Highway 174
		<ul style="list-style-type: none">• Liaise with Unities Counties of Prescott and Russell (UCPR) to develop planning and funding strategies to expand County Road 17	<ul style="list-style-type: none">• Ongoing			
		<ul style="list-style-type: none">• In conjunction with UCPR, meet with Ottawa Mayor to determine City's position in regard to Highway 174 improvements	<ul style="list-style-type: none">• Ongoing			
		<ul style="list-style-type: none">• In conjunction with UCPR prepare brief to Federal and Provincial governments in regard to funding County Road 17	<ul style="list-style-type: none">• Ongoing			

* Lead Department

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2015 - 2021 Strategic Action Plan*

	Strategic Priority - Taxes					
	GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
		2018	2019-2021			
FINANCIAL STABILITY	To promote commercial and industrial growth	<ul style="list-style-type: none"> Tender sale of 5 acres of City commercial and industrial land (2017) 	<ul style="list-style-type: none"> Establish new reserve to facilitate future business park development 	City - Operating Budget	Finance and Economic Development * Infrastructure and Planning	<ul style="list-style-type: none"> Approved in 2017
		<ul style="list-style-type: none"> Complete feasibility assessment for business park 	<ul style="list-style-type: none"> Undertake economic development strategy for business park 	Retain consultant - \$ 100K		

*** Lead Department**

Destination - Clarence-Rockland
2015 - 2021 Strategic Action Plan

Strategic Priority - Funding					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
FINANCIAL STABILITY	To develop a long range financing strategy to meet projected needs	<ul style="list-style-type: none"> • Identify long range operating and capital financial needs • Research best practices of peer municipalities • Develop financial policies and strategies to address long term needs (e.g. pay-as-you-go debt limits, reserve funds) 	City - Operating Budget	Finance and Economic Development * All departments	<ul style="list-style-type: none"> • Assumes 10 year asset management programs and Development Charge By-Law update are approved.

* Lead Department

Destination - Clarence-Rockland
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Strategic Priority - Infrastructure					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
FINANCIAL STABILITY	To enhance access to external funding sources (e.g. Federal and Provincial Programs)	<ul style="list-style-type: none"> • Identify best practices to determine/access external funding sources • Identify funding opportunities • Establish relationship with decision makers and administrators of funding programs 	City - Operating Budget	Finance and Economic Development * All Departments	<ul style="list-style-type: none"> • Will involve research of both public and private sectors

* Lead Department

Destination - Clarence-Rockland
2015 - 2021 Strategic Action Plan

Strategic Priority - Growth Management					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
ENVIRONMENTAL RESPONSIBILITY	<p>To update City's Development Charge By-Law</p> <ul style="list-style-type: none"> • Meeting with developers and builders to discuss update process (2017) • Determine infrastructure needs and costs to address growth projections • Develop infrastructure standards 	<ul style="list-style-type: none"> • Review infrastructure needs and costs with developers/builders • Develop Development Charges policies and charges for various forms of development • Development Charge By-law approval (2019) 	<ul style="list-style-type: none"> • Financial/Policy consultants - \$100K (2019) • Engineering consultant - \$100K (2018) 	<p>Finance and Economic Development *</p> <p>CAO/Clerk</p> <p>Finance and Economic Development</p> <p>Community Services</p> <p>Infrastructure and Planning</p> <p>Protective Services</p>	<ul style="list-style-type: none"> • 1st developer meeting will be convened in December 2017 • Assumes By-Law not appealed

* Lead Department

Destination - Clarence-Rockland
2015 - 2021 Strategic Action Plan

Strategic Priority - Planning					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
ENVIRONMENTAL RESPONSIBILITY	<p>To improve communications standards and approval processes with development community</p> <ul style="list-style-type: none"> • Convene two developer/builder meetings per year • Establish planning application review team and convene team meetings with applicants • Adopt engineering standards and development application approval process 	<ul style="list-style-type: none"> • Ongoing • Ongoing 		<p>Infrastructure and Planning *</p> <p>Community Services</p> <p>CAO's Office</p>	<ul style="list-style-type: none"> • Draft documents to be tabled with developers/builders in 2017

* Lead Department

Destination - Clarence-Rockland
2015 - 2021 Strategic Action Plan

Strategic Priority - Asset Management					
GOALS	OBJECTIVES		Funding Requirements	Participating Department(s)	Comments
	2018	2019-2021			
ENVIRONMENTAL RESPONSIBILITY	Develop Corporate Asset Management Plan	<ul style="list-style-type: none"> Establish levels of service and performance measures Risk assessment and prioritization analysis; costing 	Operating and Capital budgets	Infrastructure and Planning * Community Services Finance and Economic Development Emergency Services	Corporate Asset Management Plan comprises: (1) Phase I and Phase II (2) Development Charges Bylaw update (3) Asset Management Policies (4) "Shovel Ready Projects"

* Lead Department

City of Clarence-Rockland Strategic Priorities

Strategic Priorities	Initiate	CAO/Clerk	Human Resources	Finance and Economic Development	Community Services	Infrastructure and Planning	Protective Services	Comments
1. Riverfront Development	2019-21				✓	✓		
2. Revitalize Downtown	2018			✓		✓		
3. Policy Development	2018	✓	✓	✓	✓	✓	✓	
4. Document Management	2018	✓	✓	✓	✓	✓	✓	
5. Skills Inventory	2018	✓	✓	✓	✓	✓	✓	
6. Succession Planning	2019-21	✓	✓	✓	✓	✓	✓	
7. Active Transportation	2019-21				✓	✓		
8. Accessibility	2018	✓			✓	✓	✓	
9. Emergency Response	2018	✓	✓	✓	✓	✓	✓	
10. Recreation Space	2019-2021				✓	✓		
11. County Rd 17/174	2018			✓		✓		
12. Industrial Growth	2018			✓		✓		
13. Long Range Financial Planning	2019-2021	✓	✓	✓	✓	✓	✓	
14. External Funding	2019-2021	✓	✓	✓	✓	✓	✓	
15. DC By-Law	2018	✓		✓	✓	✓	✓	
16. Development Community	2018	✓			✓	✓		
17. Asset Management	2018	✓		✓	✓	✓	✓	
2018/2019-21		8/3	4/3	9/3	8/6	11/6	7/3	