



STRATEGIC PLAN

Township of Perth East

Overview

1.0 Summary	
1.1 Why A Strategic Plan	3
1.2 Where It Came From	3
1.3 How It Was Built	4
1.4 What It Contains	4
2.0 Municipal Overview	
2.1 About	6
2.2 Our Structure	6
2.3 Our Services	7
3.0 Our Strategic Priorities	
3.1 Mission	11
3.2 Vision	11
3.3 Community Values	12
3.4 Corporate Values	12
4.0 Our Strategic Plan	
4.1 Overall Goals	15
4.2 Goal 1 – Growth & Economic Development	16
4.3 Goal 2 – Service Effectiveness	21
4.4 Goal 3 – Community Development	24
4.5 Goal 4 – Community Involvement & Participation	27
4.6 Goal 5 – Corporate Sustainability	29
5.0 Getting It All Done	
5.1 How We Plan To Deliver	34
5.2 How This Relates To Other Plans	35
5.3 How We Will Partner.....	36
5.4 How We Will Keep Track	36



Summary



1.1 Why A Strategic Plan

Strategic plans are the most important documents that municipalities produce. They define the future direction of the municipality and guide its progress in getting there. Strategic plans are about change, and realizing the desired future of the organization. They identify what is important, and provide a basis for making decisions and choices about what to do, and about what not to do.

This strategic plan has been developed to provide a strategic direction for Perth East for the 2019-2022 period. It defines the direction for the municipality, and links with the strategic plans of the other member municipalities and Perth County.

1.2 Where It Came From

This is the second time that strategic plans have been developed by all of the municipalities within Perth County. The first set of strategic plans were developed for the period of 2012-2017. Development of this strategic plan was initiated in 2018 to define a long-term vision for the municipality, and to focus the strategic priorities of the municipality in the coming term.

Perth County and the four member municipalities chose to continue with a collaborative approach to strategic planning. This allows each municipality to set its own direction while supporting opportunities for collaboration, sharing and partnerships between municipalities and throughout the County as a whole.



1.3 How It Was Built

These strategic plans were built on a great deal of consultation and input. This included interviews, workshops and engagement sessions within each municipality, including with:

- The public, businesses and community and service groups (online and in person).
- Outgoing and current Councils.
- Leadership teams and staff.

The content of each strategic plan is developed based on this input. This strategic plan reflects the aspirations and desires of the community, the political direction of Council and the needs of each corporation.

1.4 What It Contains

This strategic plan is intended to be an accessible, understandable and complete picture of the strategic priorities of Perth East. On the coming pages, you will find the following sections:

- **Municipal Overview:** An overview of the municipality, its structure and the services it provides, along with how those services align with other levels of government serving the community.
- **Strategic Priorities:** The enduring priorities of the municipality, including the mission, vision, community values and corporate values that define Perth East.
- **Strategic Plan:** A discussion of the overall goals—and the corresponding priorities and actions—that are of particular focus in the coming years. For each goal, a summary of relevant feedback from those residents who participated in the engagement process is included, as well as other relevant data.
- **Outcomes:** A summary of what will have changed for residents, businesses, the community as a whole and the corporation as a result of this strategic plan.
- **Getting It All Done:** An overview of how the work of the strategic plan will be done, and how progress will be assessed and reported.



Municipal Overview



2.1 | About

The Township of Perth East is a lower-tier municipality within Perth County, located in south-western Ontario. The municipality has a population of 12,261 and is 712 square kilometres in size.

2.2 | Our Structure

The municipality is governed by a Mayor, Deputy Mayor and five councillors. Councillors are elected to represent one of five wards within the municipality: Ellice, Milverton, Mornington, North Easthope, South Easthope. The current Council was elected to office in October 2018.

Municipal staff are responsible for running the corporation and delivering the services of the municipality in support of the direction of Council. The municipality is led by a CAO and leadership team, and consists of the following departments.

- Building Services
- Clerk's Department
- Finance
- Fire Services
- Recreation & Community Services
- Public Works



2.3 | Our Services

2.3.1 | Services We Deliver

Services delivered directly by Perth East for the benefit of residents are outlined below:

Community

- Cemeteries
- Library
- Parks & Natural Areas
- Recreational Facility Rental
- Recreation Programming
- Vital Statistics

Public Health

- Wastewater Removal & Treatment
- Water Treatment & Distribution

Economic Development

- Development Approval
- Land Use Planning

Environmental and Protection

- Stormwater & Drainage
- Waste Collection
- Waste Diversion
- Waste Management

Transportation

- Mobility Bus
- Parking
- Roads & Bridges
- Sidewalks & Trails

Public Safety

- Animal Control
- Building Inspection & Permits
- Bylaw Enforcement
- Emergency Management
- Fire Prevention
- Fire Suppression
- Licensing
- Permitting
- Police
- Wildlife Damage
- Compensation

Internal

- Communications
- Corporate Leadership
- Council Support
- Facilities
- Finance
- Human Resources
- Information Technology Infrastructure
- Information Technology Software & Data

2.3.2 | Services From Perth County

Services delivered by Perth County and provided for the benefit of all municipalities and residents within the County are outlined in the following chart:

Public Safety

- 911 Call Taking
- Emergency Management
- Paramedic Services
- Provincial Offences Administration

Culture

- Archives
- Museum

Transportation

- Roads and Bridges



Corporate

- Accessibility
- Communications
- Corporate Leadership
- Council Support
- Facilities
- Fleet
- Finance
- GIS
- Human Resources
- Information
Technology Infrastructure
- Information Technology Software &
Data
- Purchasing

Economic Development

- Development Approval
- Economic Development
- Land Use Planning
- Tourism Information
- Tourism Support

Environmental Protection

- Forestry

Public Health

- Health Unit
- Spruce Lodge

2.3.3 Services From Other Levels of Government

Services that are provided at the Provincial and Federal level include:

Federal

- Census
- Citizenship
- Copyright
- Criminal Law
- Defense
- External & International Relations
- Employment Insurance
- Money & Banking Regulation
- Postal Service
- Transportation

Province

- Environment
- Education
- Health
- Justice
- Natural Resources
- Property & Civil Rights
- Community & Social Services
- Transportation



3.0

Our Strategic Priorities



3.1 | **Mission**

Perth East is a family-oriented rural township of exceptional diversity. Our tight-knit and supportive community embraces small-town living, while remaining close to essential services and amenities.

3.2 | **Vision**

Perth East aspires to retain the rural lifestyle, small-town feel and tight-knit community that it celebrates today. The township strives to sustain its agricultural heritage, encourage value-added businesses and promote responsible growth of the community.

3.3 | **Community Values**

Pride. Diversity. Supportive. Safety. Helpful. Affordable. Rural. Quiet.

3.4 | **Corporate Values**

Progressive. Service-Oriented. Caring. Fiscally Responsible. Collaborative. Enthusiastic.



3.1 | **Mission**

Perth East is a friendly, welcoming, family-oriented rural community. The community celebrates its exceptional diversity, embracing residents that range from the devoutly traditional to the progressively modern. Perth East residents are loyal, tight-knit and dedicated to a community where neighbour supports neighbour and people actively care for and look out for one another. Perth East offers a quiet, peaceful and pastoral environment to build a home, raise a family and enjoy the feel of a small town while remaining close to essential services and amenities.

3.2 | **Vision**

Perth East aspires to retain the rural lifestyle, small-town feel and tight-knit community that it celebrates today. The township strives to sustain its agricultural heritage, encourage value-added businesses and promote responsible growth of the community. First and foremost, our vision for the future is to keep what we have. We want to retain our rural lifestyle, our small-town feel and our tight-knit community. In doing that, we also seek to responsibly manage and deliver services in the most efficient and effective way possible.

While we recognize the need to grow, we want to do that manageable and responsibly. New housing inventory will focus mostly on Milverton, and to a lesser extent the smaller centres of Shakespeare and Sebringville. We will continue to promote agriculture and agricultural opportunities, including agri-business, processing and agri-tourism. That includes creating a regulatory and policy environment that supports on-farm business, secondary occupations and farm-gate stands for local farmers.

We want to develop appropriate policies that allow appropriate flexibility, while also encouraging transition to appropriately zoned commercial and industrial properties as businesses succeed and grow beyond what is reasonable to sustain on-farm. We want to promote responsible growth, as well. For us, that means attracting smaller, value-added commercial and industrial operations.

We welcome moderate-sized organizations that offer high-skilled, high-value jobs. That means investing in the infrastructure required to support them, including continuing to build high speed internet through the community and developing serviced commercial and industrial properties.



3.3 | Community Values

Community values highlighted during the strategic planning engagement process are:

Pride. We are proud of our community, and its strong sense of familiarity, belonging and feeling of home.

Diversity. We enjoy a broad and diverse culture, and are welcoming and respectful of the diverse groups that make up our community.

Supportive. Community service is a fundamental value, and we value and appreciate the extensive and strong volunteer base that contributes to the life of our community

Safety. We are a safe, clean and quiet community where people feel comfortable raising a family.

Helpful. We are a kind and caring community where people go out of their way to help and support each other.

Affordable. We are an affordable community where people are able to enjoy a strong quality of life.

Rural. We are a rural, agricultural community where farming is ingrained into the fabric of how we are.

Quiet. We are a quiet, peaceful community where residents are able to enjoy uncrowded spaces and serene landscapes.

3.4 | Corporate Values

Corporate values highlighted during the strategic planning process are:

Progressive. We are a forward-thinking and progressive municipality that seeks to create the best possible future for our community.

Service-Oriented. Our staff dedicated and proud to support the community, and strive to deliver exceptional customer service.

Caring. We are a small municipality where people serve people, and residents receive individual attention to their needs.



Fiscally Responsible. We are fiscally responsible and prudent with our resources, and work to manage the cost of our services as much as possible.

Collaborative. We work well together, support each other and are open to working with other municipalities to meet the needs of the community.

Enthusiastic. We value our colleagues, genuinely care about them and go out of our way to help when help is needed.



Our Strategic Plan



4.1 Overall Goals

The overall goals of the strategic plan for the Township of Perth East are:

- **Growth & Economic Development**
- **Service Effectiveness**
- **Community Development**
- **Community Involvement and Participation**
- **Corporate Sustainability**

These are explored further in the following sections.

4.2 Goal 1 Growth & Economic Development

4.3 Goal 2 Service Effectiveness

4.4 Goal 3 Community Development

4.5 Goal 4 Community Involvement and Participation

4.6 Goal 5 Corporate Sustainability



Goal One Growth and Economic Development

4.2



A significant concern of the business community is the lack of availability of commercial land to build or expand businesses within the municipality. Concern was expressed that there was no available zoning for commercial and industrial development, and while some properties exist in downtown Milverton, they are old buildings with significant accessibility issues and code requirements that would need to be addressed by any new occupants.

Reinforcing the desire to see promotion of commercial and industrial investment, there was a strong emphasis by the business community on the need to attract industry that wants to be here. There was a strong recognition that the township should be investing in the development of serviceable land to promote attracting business, and realizing the benefits and value that are possible as a result.

Business participants highlighted the value and opportunity of creating and promoting entrepreneurial opportunities within the municipality. Create visibility and awareness of entrepreneurs and small businesses. Support businesses to build and grow within the community. Provide a training or education centre for business education. Create an environment to collaborate, share and connect with other small business owners.

Building on the requirement for commercial and industrial properties was a broad perception within the business community that investment and development wasn't something that was encouraged and supported within Perth East. In particular, there was a view that there was resistance by the County to promote or allow development in or around Perth East.

A strong desire was expressed that the community needed to sustain and support the continued development of agriculture. Protection of agricultural lands was a strong priority.

While the promotion and retention of agriculture was a key issue for participants, there was also significant concern expressed about the consolidation and control of agricultural lands. Concern was raised about the potential loss of control of the agricultural land base (and its yields) to offshore interests.



Supporting the development of commercial and industrial growth also requires addressing growth of the employee—and therefore resident—base within the community. There is a need for visibility in terms of growth and awareness of employment opportunities.

4.2.2 | What Are The Data Saying

- Population levels have been relatively stable overall from 2001 through the completion of the 2016 census.
- While the adult population has remained the most stable, the youth population (under 20 years) has declined by approximately 5% over this period, the seniors population (over 65 years) has grown by 21%.
- Approximately 90% of housing units within Perth East are single-detached homes.
- Net migration to Perth East (from other parts of Canada or internationally) has averaged 4-5% of overall population.
- Unemployment in Perth East is approximately 2.7%, representing one of the lowest rates of unemployment within the County.
- Residents responding to engagement surveys agree or somewhat agree with the idea that more growth is required.
- A majority of responding residents agree that there should be more diversity of business and industry.
- A slight majority of residents participating in the engagement survey agree that the diversity of residents should be improved within the community.
- A majority of residents responding to the engagement survey are concerned with the loss of farming and agricultural land.

4.2.3 | Why Is It Important

The need for diverse growth is a strong theme that emerged from the engagement process. Residents and business owners value being part of the local community.

Appropriate growth requires maintaining a balance between industrial, commercial and residential growth. There is a need to increase the availability of qualified and skilled employees. There is also a commensurate need for a corresponding increase in the corporate and industrial tax base to offset the increase in service costs that result.

Agriculture continues to be critical to the success of Perth East. Retaining valuable productive farmland is viewed as equally important as managing growth, and these two drivers need to be balanced appropriately.



Part of supporting economic development is the opportunity to allow for incubation of businesses during the start-up stage on farms, as well as supporting value-added processing and farm-gate sales.

It is also important to ensure that as enterprises succeed and thrive, they transition to appropriately serviced commercial and industrial lands that allow for cost-effective delivery of necessary municipal services.

4.2.4 | What Are We Doing

Priorities	Actions
<p>Perth East Grows At a Positive And Responsible Pace</p>	<ul style="list-style-type: none"> • Embrace and encourage diversity in attracting new residents • Support and welcome newcomers to Perth East • Increase percentage of people living and working in Perth East
<p>Quality, High-Value Agricultural Lands Are Sustained</p>	<ul style="list-style-type: none"> • Support preservation and sustainment of productive agricultural lands • Promote development of on-farm incubators, value-added processing, secondary farm occupations and farm-gate sales • Encourage transition of on-farm incubators to appropriately zoned commercial and industrial properties as they succeed and grow
<p>Perth East Has A Diverse And Thriving Commercial And Industrial Sector</p>	<ul style="list-style-type: none"> • Promote the attraction and retention of diverse, progressive and value-added corporations • Invest in and encourage utility development (and particularly internet connectivity) to support and facilitate growth • Investigate opportunities for development of serviced industrial and commercial lands



**Perth East Is A Thriving Centre For
Entrepreneurs**

- Establish an incubator and service hub to promote entrepreneurship and collaboration in the community
- Encourage and attract entrepreneurs to establish and develop businesses in Perth East



Goal Two

Service Effectiveness



4.3 | Goal 2 Service Effectiveness

4.3.1 | What We Heard

There is a fundamental need to revisit and streamline the delivery of services. In particular, emphasis was placed on ensuring alignment and promoting regionalization of service delivery, and streamlining and reducing service duplication and redundancies.

While there is a recognition of the need to rationalize and regionalize how services are delivered, there is also concern expressed about how services are defined. In particular, emphasis was placed on ensuring alignment and promoting regionalization of service delivery, and streamlining and reducing service duplication and redundancies.

Another core theme related to services was the personal touch associated with service delivery. Residents expressed strong appreciation for the fact that they communicate with people who know and understand the community, and aren't just a voice at the end of a distant phone line that doesn't know about who they are, where they live and the details of the local environment.

There is a desire for the creation of more locally available services and businesses. Engagement participants indicated a concern at the loss of business activity, and that it was becoming easier to buy elsewhere. The development of a community hub to support the local delivery of services was mentioned as a desirable development that was under investigation.

4.3.2 | What The Data Are Saying

- A majority of residents responding to engagement surveys agree that they are satisfied with the effectiveness of service delivery within the municipality.
- Half of responding residents somewhat agree or agree that they would be open to the private sector delivering what are currently municipal services.
- A majority of residents participating in the survey desire an improvement in service levels and the quality of service delivery.
- A majority of responding residents support the development of strategies to more efficiently deliver services.
- A majority of residents responding to the survey would like to see improved collaboration with other municipalities in how services are delivered.



4.3.3 Why Is It Important

There is a desire for increased availability of services and enhancement of service levels. There is also expressed concern for the overall cost of municipal services and the resulting property taxes for residents.

Effectively meeting service expectations requires ensuring services are delivered in the most efficient and effective way possible. There is a need to identify where improvements can be made to streamline delivery, including investing opportunities to automate or deliver services online.

Where there is duplication of services within the County and across other municipalities, there is a strong desire by residents and business to identify strategies to effectively cooperate, collaborate and streamline delivery to manage costs for all.

4.3.4 What Are We Doing

Priorities	Actions
Service Level Expectations Are Clearly Understood And Communicated	<ul style="list-style-type: none">• Clarify and define services and service levels provided by the municipality• Proactively communicate committed services and service levels to new and existing residents• Provide transparency in the costs and value of delivered services
Services Are Delivered Efficiently And Cost Effectively	<ul style="list-style-type: none">• Explore opportunities to optimize the delivery of committed services• Develop and enhance the ability to access services online• Identify and establish partnerships to ensure efficient and effective delivery of services• Collaboratively identify and pursue service deliver opportunities with other municipalities and leaders



Goal Three Community Development



4.4 | Goal 3 Community Development

4.4.1 | What We Heard

While rationalization and regionalization of services—and enhancement of service consistency—was identified as a priority by the community, there is also a strong desire to retain the individuality and local feel of each community. The size of communities today is seen as being appropriate and making sense.

The need to continue investment in natural areas was reinforced by residents. In particular, there is a strong desire for growing and increasing availability of natural areas within the municipality. There was an expressed desire for increased availability of trails, forests, natural areas and recreational parks within the community.

Residents expressed a desire to promote and increase the availability of active transportation opportunities. In particular, there was a desire for alternative and off-road paths. The perception was that active transportation was discouraged, and active transportation on shared roadways in the community was dangerous. Safe active transportation corridors were encouraged.

4.4.2 | What The Data Are Saying

- A majority of residents responding to the engagement survey would like improvement to the quality of existing community programs.
- A majority of responding residents would like enhancement of community facilities and amenities.
- Most participating residents support the improvement of transportation access to the municipality.
- A majority of survey respondents are concerned with the ability to entice youth to return to the community.
- A majority of survey participants are concerned with the ability to retain youth within the community.

4.4.3 | Why Is It Important

The residents of Perth East value their community and the overall sense of identity that exists. There is a desire to retain the local feel, while also leveraging and taking advantage of the opportunities the community offers.



There is a recognized opportunity to increase tourism and provide more structured and organized tourism opportunities that can support business development and economic growth. This also creates opportunities to celebrate the diversity of experience that uniquely exists within Perth East.

With the changing demographic make-up of the community—an increasing seniors population and a desire to attract and retain more youth and young families—there is a need to ensure that appropriate amenities, services and programs are available that provide all residents with the opportunity to enjoy a strong quality of life.

4.4.4 What Are We Doing

Priorities	Actions
Perth East Is A Recognized And Attractive Tourism Destination	<ul style="list-style-type: none"> • Promote and maintain Perth East as an agri-tourism destination • Establish a farm-gate sales network and tourism route • Respectfully develop agri-tourism opportunities and partnerships with the Mennonite community
There Are A Variety Of Transportation Options Within The Community	<ul style="list-style-type: none"> • Collaborate in the development of the County transportation network • Explore partnerships and alternative models to support transportation between communities and out to hub destinations
Amenities In Perth East Meet The Needs Of All Residents	<ul style="list-style-type: none"> • Sustain viability of recreational facilities and seniors residence • Encourage and promote amenities that attract and retain youth and young families



Goal Four Community Involvement and Participation

4.5



4.5 | Goal 4 Community Involvement and Participation

4.5.1 | What We Heard

Participants reinforced the need and importance to attract and retain youth as a fundamental aspect of sustaining the community. The value of apprenticeships and trades were highlighted, and the need to educate youth that this is a major, viable career option within the community.

The need to embrace, reinforce and sustain volunteerism was a significant priority for engagement participants. In particular, there was a strong desire to encourage and promote volunteerism as a core community principle and value, and to promote, encourage and reinforce the value and importance of volunteering to younger generations.

In line with the promotion and reinforcement of volunteerism as an essential value, residents also emphasized the need to encourage and promote the sustainment of volunteer and service groups. Concern was expressed over the loss of volunteer participants and the increasing level of regulation and rule setting governing volunteer involvement.

4.5.2 | What The Data Are Saying

- A majority of residents participating in the engagement survey support improving the diversity of existing community programs.
- A majority of responding residents are concerned that there is adequate availability of services and programs for youth.
- A majority of survey participants are concerned that there is sufficient availability of programs and services for seniors.
- A majority residents responding to the survey are concerned with the loss of interest of the younger generation in volunteering and contributing to the community.

4.5.3 | Why Is It Important

There is a need to ensure programs and services of the municipality are relevant and support the needs of the full community. This is vital as the composition of the community changes, and residents experience different needs at different life stages.

The availability of skilled workers is a critical challenge in attracting and retaining employers. There is a need for training, skill development and apprenticeship programs for youth, as well as opportunities for on-going skill development and learning for all residents.



Community service and volunteerism is a long-standing value within the community, and is essential to the development of many facilities and the delivery of numerous programs within the community. There is a need to continue to support and embrace community services as an essential value, and to continue to encourage community involvement in order to retain the character and quality of the community.

4.5.4 | What Are We Doing

Priorities	Actions
<p>Perth East Residents Enjoy A Strong Quality Of Life</p>	<ul style="list-style-type: none"> • Design and provide services that support the needs of residents of all ages • Promote and support adoption of programs and services that enhance quality of life and well-being for residents
<p>Skills Development Opportunities Are Available To All Residents</p>	<ul style="list-style-type: none"> • Provide local opportunities for learning and trade development for youth • Encourage and support availability of quality elementary and secondary education • Promote availability of on-going skills development programs and opportunities
<p>Volunteerism Is Actively Embraced</p>	<ul style="list-style-type: none"> • Develop a strategy for on-going volunteerism and community involvement • Support community and service groups in maintaining volunteer participation and identifying and responding to grant opportunities
<p>Perth East Actively Promotes Community Engagement And Involvement</p>	<ul style="list-style-type: none"> • Establish a network of welcome ambassadors to support and assimilate newcomers • Encourage and promote active participation and contribution to the community



Goal Five Corporate Sustainability



4.6 | **Goal 5 Corporate Sustainability**

4.6.1 | **What We Heard**

Residents appreciate the helpfulness and service orientation of staff, and their desire to help.

Residents value the local delivery of services, and the knowledge, familiarity and one-on-one service experience they receive in interacting with the municipality.

There is a strong desire to maintain and expand local delivery of services within the community.

4.6.2 | **What The Data Are Saying**

- A majority of residents responding to the engagement survey care that 'soft' services like recreation, library and community programs are delivered locally by the municipality.
- A majority of responding residents care that 'hard' services like roads, garbage collection and infrastructure are delivered locally by the municipality.
- A majority of survey participants are concerned about the loss of qualified staff from the municipality.

4.6.3 | **Why Is It Important**

Retaining staff is becoming increasingly challenging. Competition for qualified resources is significant. Many senior staff are also eligible for retirement in coming years, creating significant need for on-going resource development and succession planning strategies.

There is a need to also continue to appropriately maintain municipal infrastructure, and ensure that it is proactively repaired and maintained in order to manage overall lifecycle costs and avoid expensive replacement of prematurely failing assets. This requires proactive asset management for both municipal and service group facilities.

Technology solutions will allow staff to be more efficient and collaborative in their work as well as creating opportunities for on-going service enhancement and more effective service delivery, both online and on the ground.



Priorities	Actions
Perth East Staff Are Engaged And Successful	<ul style="list-style-type: none"> • Develop and implement an HR strategy and staffing plan to sustain service levels • Establish a succession plan and collaborate with municipal partners to provide staff development opportunities
Deliver Robust And Effective Customer Service To The Community	<ul style="list-style-type: none"> • Establish processes that make it easy and efficient to access municipal services • Update and enhance processes to ensure a consistent experience for all service delivery opportunities
Municipal Infrastructure Is Robust And Sustainable	<ul style="list-style-type: none"> • Develop and implement a comprehensive asset management plan and relevant systems • Conduct review and assessment of all municipal and service group facilities
Technology Solutions Support Efficient And Effective Service Delivery	<ul style="list-style-type: none"> • Develop and implement an information technology master plan • Investigate and invest in technology solutions to more effectively and efficiently support service delivery within the municipality



Getting It All Done



This strategic plan sets the direction for the municipality. The Strategic Plan is reviewed annually to ensure that the focus areas and strategic directions are still current. Council can amend the strategic plan at any time. Unlike corporate business plans, the Strategic Plan is designed to guide the municipality where it wants to go.



There are two related planning documents that define how we will take action:

- **Corporate Implementation Plan.** The corporate implementation plan is an annual plan for the municipality that defines our actions in implementing this strategic plan for each year. It defines the immediate priorities to be addressed for the community and corporation for the year.
- **Department Plans.** Department plans define the work of each department for the year. This includes how each department supports the corporate implementation plan (and in turn the strategic plan). It also includes any planned improvements within the department, and the service delivery plan of how the department's services are delivered. These plans feed into the development of the annual budget for the municipality. They also firmly connect the work of each employee to the overall priorities of the organization.

5.2 | How This Relates To Other Plans

In addition to the strategic plan, there are many other plans within a municipality. There are master plans, asset management plans, economic development plans, official plans and feasibility studies.

Each of these documents looks at some aspect of the municipality, and defines priorities and direction for its area of focus. An asset management plan, for example, defines the infrastructure assets in the municipality, their condition and the maintenance, rehabilitation and replacement plans for each. This is a schedule of the optimal process of maintaining each asset.

While plans may lay out an optimal schedule, that doesn't mean the municipality needs to proceed based on that schedule. Investments can be accelerated, and they can also be deferred. There is risk in doing either, and that risk needs to be understood. But there can also be good reasons to make those choices.

Subsidiary plans set out the optimal approach for what they are focused on. The strategic plan is where those choices are ultimately made. Every other plan in the municipality is an input to the strategic planning process. The strategic plan and its related implementation plan define the committed priorities of the organization. It is where the actual choices are made of what will be done and when.



5.3

How We Will Partner

Any strategic plan results in a great deal of work to be done. It is work that the organization cannot do alone. Successful realization of the planned results will involve the effort and contribution of many people, and many other organizations.

In implementing the strategies and actions in this strategic plan, the municipality will partner with a number of organizations, including:

- **Member municipalities.** This strategic plan has been deliberately developed in collaboration with the member municipalities in Perth County. We have worked with the other municipalities in the County to identify opportunities for cooperation, collaboration and sharing of services and resources between municipalities.
- **The County.** In addition to the member municipalities, we have also identified strategies to work with the County to better deliver on municipal priorities. We have explored where there are collaboration opportunities that can streamline services and improve service delivery to our residents and across the County.
- **Other municipalities.** We are committed to partnering with other municipalities that can help us to better ensure effective and affordable service delivery. That includes looking at opportunities to collaborate and work with Stratford, St. Marys and municipalities outside of the County.
- **Volunteer and service groups.** This is a strategic plan for the municipality as a whole. Some of the work will be delivered by the corporation. There are also opportunities for the community as a whole, and the volunteer and service groups that play such a vital role in Perth East, to contribute to the realization of the goals contained here.
- **Businesses and business groups.** Businesses and business groups within the municipality also have opportunities to contribute. This is particularly true in areas of economic development. We will work with business to promote the health and viability of the municipality, and promote the development of jobs and economic opportunities.

5.4

How We Will Keep Track

Plans are important. Results from those plans are even more important. We will continue to monitor the results of the plan—and report those results to Council and to the community on a regular basis. This will include quarterly reports to Council and annual review of the strategic plan, corporate implementation plan and department work plans.



Tracking and reporting will involve two important perspectives:

- **Attainment of the plan.** This answers the question, are we doing the things we said we would do? We will monitor and ensure that each of the actions that were identified in the plan have been undertaken, and that they have delivered on their intended results.
- **Attainment of results.** This answers the question, is what we are doing making a difference? The purpose of the strategic plan is to make meaningful change for the community. Part of our evaluation will be ensuring that the changes that were desired are actually occurring.



