



Niverville 2020 Strategic Planning Session Summary

**Notes from a session of Council
Saturday, November 26, 2011**

The following is a brief summary of the 2011 strategic planning session for the Town of Niverville. It is meant to provide a brief overview of the process and resulting discussion that led to the development of the community's new strategic plan.

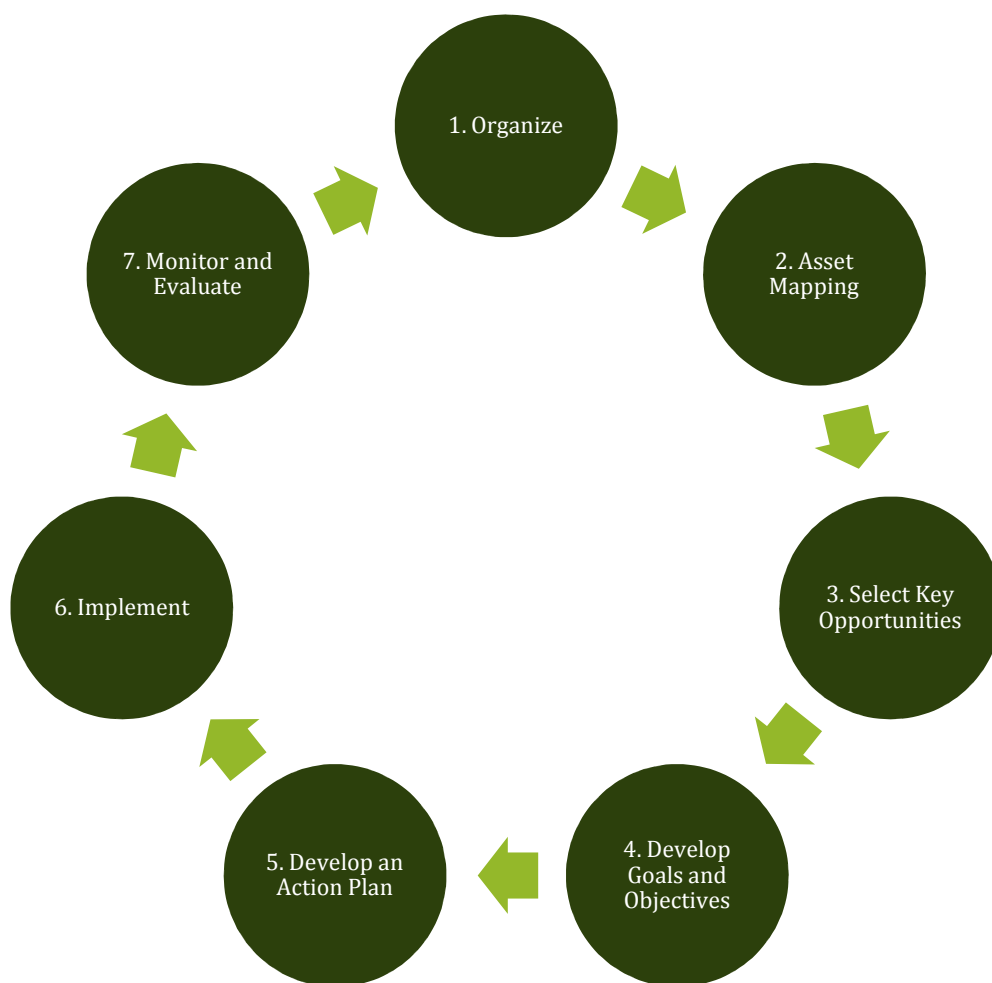
Attendees

Council: Greg Fehr, Mayor; John Funk, Deputy Mayor; John Falk, Councillor; Myron Dyck, Councillor; Angela Janz, Councillor

Other: Jim Buys, Chief Administrative Officer; Jason Denbow, Facilitator

Session Summary

The facilitator began by describing the strategic planning cycle as a seven-step process that is ongoing throughout the entire year. Represented visually, it looks like this:



In general, Council is responsible to complete Steps 1 – 4 and Step 7, while the Chief Administrative Officer and Staff are responsible for Steps 5 & 6. However, in this session Council would be focusing primarily on steps 3 and 4.

The task was approached in two parts:

- 1) Framing and clarifying Niverville 2020; a new long-term Vision for the community and a new Mission for the Town.
- 2) Developing the Strategic Plan - developing goals and objectives that will guide the Town of Niverville as it works to achieve its Vision for the community.

Part 1: Niverville 2020: A Vision and Mission for our Community

Strategic Planning is the process by which the planning participants envision their community's future and develop the necessary plans to achieve that future. The first step in the process is to ask, **"Where Are We Going?"** The answer to that question becomes the community's Vision.

A Vision is the big audacious dream for the future of your community. It uses word pictures and compelling images to encapsulate a community's hopes and dreams. A Vision also:

- Appeals to common values about the community.
- Is inspirational and aspirational.
- Communicates enthusiasm and kindles excitement about the community and the future.
- Embodies some tension to direct change.

Council began developing a Vision for Niverville by answering the question: **"What words come to mind when you think of Niverville in 2020?"** Answers included:

Diverse	Quality of Life	Safe
Vibrant	Optimistic	Connected
Progressive	Family-Oriented	Destination
Inclusive	Sustainable	Proud
Healthy	Growing	Modern
Homey	Friendly	Green
Creative	Fun	Social
Balanced	Cutting Edge	Educational

Council prioritized and refined their list of word-pictures to develop a Vision for Niverville in 2020:

A vibrant, sustainable, progressive community that is Where You Belong.

With the Vision established, Council turned its focus to developing the community's Mission. While the Vision answers the question, "Where Are We Going?", the Mission begins to answer the question, **"How Are We Going to Get There?"**

A Mission statement describes why an organization; in this case the Town of Niverville; exists. It defines the role and gives the organization direction. It also allows the community to be fully aware of the purpose of the organization.

A Mission Statement contains four distinct parts:

1. **Who We Are**
2. **What We Do**
3. **For Whom**
4. **How We Do It**

Reflecting on the new Vision for the Town, Council developed the following Mission to explain the Town's role in achieving that Vision:

The Town of Niverville inspires, supports, and enables its citizens to grow and evolve our community through diverse programming and services.

With the Vision and Mission established, Council began developing a strategic plan to answer the question, "How Are We Going to Get There?" in more detail.

Part 2: Strategic Plan

With a clear Vision and Mission, Council began identifying how they would like the Town to achieve that Vision over the next nine years. They began with an exercise to identify Key Areas of Focus for the Town. These areas would help clarify Council's strategic focus for Niverville and would assist in the development of Goals later in the session.

The facilitator asked:

"What are the most important things that The Town of Niverville needs to focus on between now and 2020?"

Answers included:

- Modern and vibrant recreational facilities
- Developing or marketing something unique that sets us apart

- Enhancing the community's basic infrastructure
- A sustainable assessment base
- A diverse business base and local economy
- Capitalize on our proximity to Winnipeg, and to a lesser extent, Steinbach
- Establish Niverville as a destination
- Health and Wellness
- Public safety and welfare
- Increasing our role as a regional service centre by finding our niche and filling the gaps in service availability in our region
- Developing a cluster or clump of services such as research and education around the geriatric specialty care being provided at the personal care home.
- Increase our non-residential growth
- Continue improving our communication with and methods of gathering input from the Town's citizens

These key areas of focus were examined to identify strategic goals for Council to focus on to achieve its' Vision for the community.

Goals are broadly defined areas of activity based on the Vision and the Key Areas of Focus. They identify the strategic areas required to carry out the Mission and achieve the Vision. A goal should describe a broad outcome in order to determine that progress has been made, and should embody some of the fundamental values of the community (e.g. social, environment, economic development, etc.).

Considering the Vision and the Key Areas of Focus, Council established the following Goals to achieve its' Vision:

1. **An economically sustainable community**
2. **Well-being of body, mind and spirit**
3. **A safe and secure community**
4. **Effective, efficient, accountable, and accessible government**

The remainder of the day consisted of extensive discussion of the Goals, the results that Council hoped to see flow from them, and potential activities that could make the target results a reality. Strategic planning allows for the "fleshing out" of Goals in this manner through the development of supporting Objectives and Methods.

Objectives are the 'by'-statements telling how you will accomplish your goals and are developed in such a way that they can be readily measured. Each goal usually has several objectives contributing to its outcome.

Methods are more specific than objectives, and further operationalize the objectives and goals of the organization. They tell us exactly what we will do to meet our goals, and are intended to answer the following questions:

- What is going to be achieved?
- How is it going to be achieved?
- What are the expected outcomes?

The results of the day's discussion, namely the Goals and the Objectives and Methods that flow from them, are described further in the table that follows:

Goals	Objectives	Methods
An economically sustainable community	Increased non-residential tax base	Increase the non-residential space available
		Develop services and capacity around our health care sector
		Provide support for business development
		Continue improving the climate for our local business community
	Residential growth maintained	Work with developers and foster new relationships as needed.
		Provide services sought by new and existing residents
		Explore the potential to add new residents through immigration
		Continue to promote the benefits of life in Niverville to our target market
	Decreased reliance on traditional taxation revenues	Remain open to new financing models
		Analyze potential cost-recovery options
		Examine the potential for tax sharing and other models with our neighbours.
Well-being of body, mind and spirit	Increased number and diversity of recreation opportunities and increased participation in those activities	Keep an up-to-date awareness of our community's needs
		Identify facility assets, needs, and potential partnerships

Goals	Objectives	Methods
		Continue to provide programming appropriate to our needs
		Support programming providers
		Educate citizens about the benefits of participation and support their participation
	Increased availability of healthcare services	Identify healthcare needs of community and needs of healthcare stakeholders
		Support efforts to address the shortage of space for practitioners
		Endeavour to attract services to fill identified needs
	Increased educational opportunities for our citizens	Seek opportunities to use new and existing facilities to meet our needs
		Seek partnerships to offer post-secondary or certificate courses
		Facilitate efforts to provide sufficient childcare services
	An increased sense of engagement, connectedness, and belonging in our residents	Reach out to new residents to make them feel welcome
		Encourage block parties and other gatherings to give residents a chance to connect with the community
		Communicate community events effectively

Goals	Objectives	Methods
A safe and secure community	An increased feeling of safety and decreased risk to our citizens	Explore attracting needed emergency services
		Ensure we have adequate resources for emergency services
		Ensure adequate resources and regulation for safety-related by-law enforcement
		Support citizen safety efforts
		Ensure a safe and sufficient water supply
		Promote a sense of safety and security
Effective, efficient, accountable, and accessible government	Maintained or improved accountability and transparency	Improve the two-way communication between the Town and its residents
		Articulate our community Vision and Plan
		Seek opportunities for more effective direct interaction with citizens
		Analyze current Council processes to ensure transparency

Goals	Objectives	Methods
	Increased efficiency and effectiveness	Ensure efficient use of ratepayer dollars
		Seek opportunities to receive suggestions and feedback from citizens regarding efficiency
		Monitor results and take corrective action as needed
		Foster a sense of ownership and on-the-job pride in civic employees

Next Steps

The strategic plan identifies broad goals, objectives and methods by which a community can achieve its Vision. However, for a Vision to become a reality, it must be supported by actions. These actions will vary from year to year based on current needs, but should always fit within the plan and serve to achieve one or more of the established long-term goals. These actions will need to be determined annually as part of the Town's regular operational planning process.

The facilitator suggested that the following Action Planning template could be used to identify the proposed task, staff responsible, budget/resources required, and target date for completion:

Action	Completed By	Resources People / \$	Date to be Completed	Comments

Evaluation

To provide its full value, a strategic plan must be reviewed regularly so that progress against its goals can be measured and activities adjusted if necessary. To make sure that the Town stays on track towards its Vision, Council agreed to add a regular progress review to its reporting cycle. The facilitator suggested the use of a matrix report, received at least quarterly, to track the Town of Niverville's progress towards achieving its Goals and Objectives. The matrix could be structured as follows:

2012/13 Strategic Plan Progress Report					
Strategic Goals	Objectives	Methods	Activities planned for fiscal year 2012/13	Target indicators for fiscal year 2012/13	Activities completed to date

Wrap Up

The facilitator thanked Council and the CAO for committing their time and input to what was a very productive session.