



# Incorporating Nature Into Municipal Decision Making

*Imagine that!*

# ***Building a Better Community***

Big Picture –  
Build the Best  
Community  
Possible

Sustainability  
Vision &  
Decision  
Making  
Framework

Performance  
Management  
System –  
Results,  
Alignment and  
Accountability

Engagement  
Strategy

*Imagine that!*

# *Sustainability*

## *Sustainability*

- Balanced decisions and actions
- Intergenerational Equity

## *Pillars of Sustainability*

- Economic
- Environmental
- Social
- Cultural
- Governance



*Imagine that!*

# ***Sustainability Vision***

We envision a future where:

- residents social, physical and spiritual needs are met
- our culture is rich and diverse and our heritage is protected and celebrated
- our natural environment is protected and respected
- there is a thriving local economy
- there is an open, accountable and collaborative governance system

*Imagine that!*



# ***Strategic Performance Management?***

- operationalize sustainability
- effectiveness - focus on results
- accountability
- efficiency
- evidence based decisions
- improved collaboration

*Imagine that!*



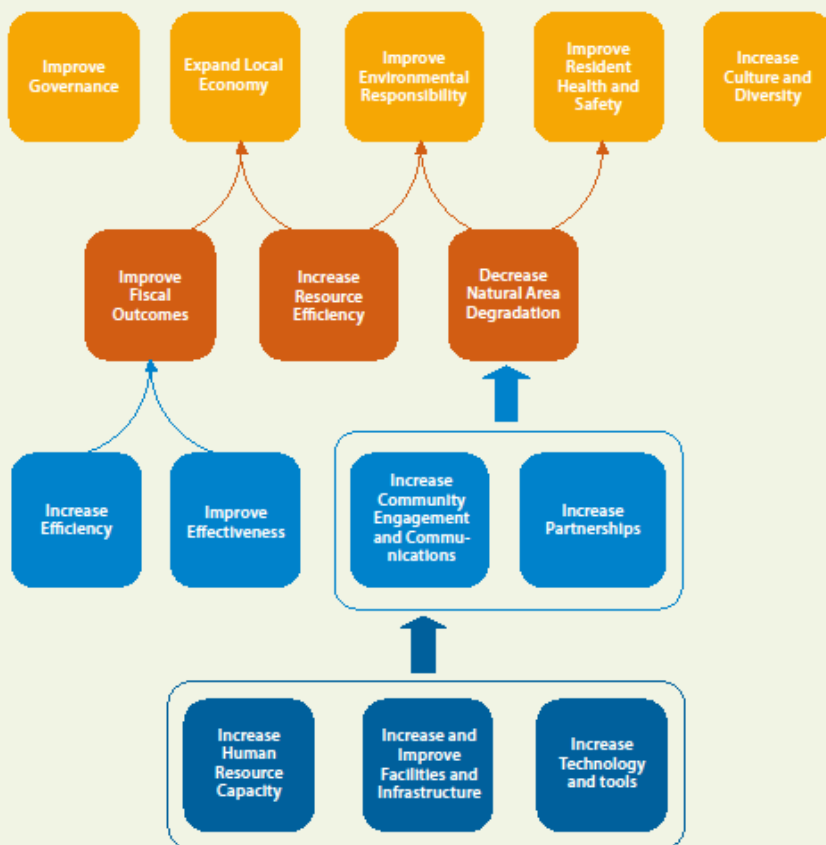
*Imagine that!*



*Imagine that!*

**OUR VISION** is to become a sustainable community where the social needs of residents are taken care of, where our culture and heritage is rich, diverse and celebrated, where the limits of the earth to sustain us are recognized and respected, where there is a thriving local economy and where there is a transparent and responsive local government.

**OUR MISSION** is to continually strive to find out what current and future residents and stakeholders need and want, and then deliver it.



## RESULTS MATTER STRATEGIC PERFORMANCE MANAGEMENT PLAN 2016 RENEWAL

### RESIDENT/STAKEHOLDER PERSPECTIVE

#### OBJECTIVE INITIATIVES

- Develop a natural area interpretation and stewardship program
- Develop and implement a community energy plan
- Develop a business stewardship program
- Support more sustainable food choices
- Enhance transit service and promote ridership
- Support local campaign
- Develop a business assistance program
- Develop/promote a sharing economy
- Promote the Town to potential residents, businesses and newcomers
- Attract sustainable businesses/green industry
- Foster core area land development
- Implement Official Plan land use related policies via a new bylaws
- Examine the potential for regionalization
- Enhance transparency of decision making and accountability for actions
- Develop a sustainability training/outreach program
- Complete implementation of diversity and inclusion plan
- Increase affordable housing for low income seniors and families
- Local artists/artisans support program
- Enhance community events
- Interpret sustainability vision through public art
- Continue to recognize and protect heritage resources
- Develop additional cultural programming and events
- Continue traffic/pedestrian safety program
- Enhance senior volunteer match program
- Promote active transportation
- Complete wellfield protection plan
- Complete water and sewer servicing of un-serviced areas
- Enhance wellness programs
- Promote healthy lifestyles program in partnership with other levels of government
- Complete potable water safety program

#### OBJECTIVE INDICATORS

- Transit usage
- GHG emissions
- Resident satisfaction with environmental stewardship
- Commercial assessment
- Sharing transactions
- Resident satisfaction with governance
- Diversity by Mother Tongue
- D and I plan implementation
- Cultural Program participation
- EAL in schools
- Resident perception of safety
- Police occurrences
- Resident perception of their own wellness
- Wellness Program participation

### STEWARDSHIP PERSPECTIVE

#### OBJECTIVE INITIATIVES

- Implement climate change adaption measures
- Identify, protect and restore natural areas
- Develop a natural area conversion program
- Develop a tree preservation and native species planting program
- Implement sustainable urban development policies from the OP
- Sustainable Housing Study
- Develop a sustainable procurement policy
- Enhance water conservation program
- Continue the led lighting replacement program
- Promote/incentivize sustainable development (buildings and subdivisions)
- Complete the asset management project

#### OBJECTIVE INDICATORS

- Bio-Diversity
- Natural areas preserved
- Tree cover
- Water consumption per capita
- Energy consumption per capita
- Dwelling units per acre
- Residential tax rates
- Budget allocation

### INTERNAL PROCESS PERSPECTIVE

#### OBJECTIVE INITIATIVES

- Enhance support for community organizations
- Partner with the province to develop high schools in the town
- Develop a strategic partner database and support/care program
- Develop partnerships for regional economic development
- Enhance communications and engagement of residents in decision making
- Continue to develop the Global Governance Project
- Enhance customer service
- Enhance organizational efficiency via lean or similar program
- Move to performance/priority based budgeting

#### OBJECTIVE INDICATORS

- The value of partnerships
- Resident communications
- Stakeholder engagement
- Survey satisfaction with communications
- Employee satisfaction
- Program expenses per capita
- Lean performance measures
- Capital debt
- KPI targets met
- Performance budget measures

### ORGANIZATIONAL CAPACITY PERSPECTIVE

#### OBJECTIVE INITIATIVES

- Develop and upgrade wellness infrastructure
- Develop new cultural centre including library
- Implement, in partnership with the province, the master transportation plan
- Develop a green infrastructure network program where parks and natural areas are interconnected via green corridors
- Develop active transportation infrastructure
- Upgrade/replace sewer treatment plant
- Complete storm water infiltration into the sewer project
- Develop public beach accesses
- Implement storm water management plan, in partnership with the province
- Identify and assemble land for future town needs
- Work with the province to develop an Active Transportation corridor on the Hillsborough Bridge
- Enhance new media communications technology
- Enhance online service offering
- Update to fully integrated software
- Develop a volunteer recruitment and recognition program

#### OBJECTIVE INDICATORS

- Km of active transportation
- Potable water quality
- Sewer effluent quality
- Infrastructure spending on these areas – asset management
- Storm water infiltration
- Km of sewer and water pipe
- Asset management measures
- Communication technology usage
- Electronic transactions
- Online services options
- Number of volunteers

*Imagine that!*

# Strategic Objectives

## *Resident Stakeholder Perspective*

# 1 - Improve Environmental Responsibility

# 2 - Expand Local Economy

# 3 - Improve Governance

# 4 - Increase Culture and Diversity

# 5 - Improve Resident Health and Safety

## *Stewardship Perspective*

# 6 - Decrease Natural Area Degradation

# 7 - Increase Resource Efficiency

# 8 Improve Fiscal Outcomes

## *Internal Process Perspective*

# 9 - Increase Partnerships

# 10 - Increase Community Engagement and Communications

# 11 - Increase Efficiency

# 12 - Improve Effectiveness

## *Organizational Capacity Perspective*

#13 - Increase and Improve Facilities and Infrastructure

# 14 - Increase Technology and tools

# 15 - Increase Human Resource Capacity

*Imagine that!*



# ***Engagement Strategy***

- better information for decisions
- more empathy for other perspectives
- greater buy in
- improved trust and relationships
- improved efficiency
- Improved community wellness and safety

*Imagine that!*

## ***Stratford Triple C Approach to Engagement***

	<b>communicate</b>	<b>consult</b>	<b>collaborate</b>
<b>Goal</b>	To provide information	To seek feedback on options or alternatives	To collaborate on solutions from start to finish

*Imagine that!*

# ***Why is Nature Important?***

## Ecological services

- wildlife habitat
- carbon sequestration
- aquifer filtering and replenishment
- flood and storm water management
- climate change mitigation



*Imagine that!*

# ***Why is Nature Important?***

## Human Services

- physical wellness (hiking and cycling)
- mental wellness (recreation, meeting place, spiritual place)
- provision of wood/food/medicinal plants



*Imagine that!*



# ***Embedded into Official Plan***

## **Stratford will be a community**

- that values the contribution of the natural environment towards the physical, mental and spiritual health of the community residents
- preserves natural heritage and respects the beauty of our natural environment and the biodiversity contained therein
- has a thriving wildlife population
- that conserves and protects the quality and quantity of water resources and protects watersheds through best practices

*Imagine that!*

# Water's Cool Program



*Imagine that!*



# *Natural Area Conversion*



*Imagine that!*

# ***Sustainable Subdivision Bylaw***

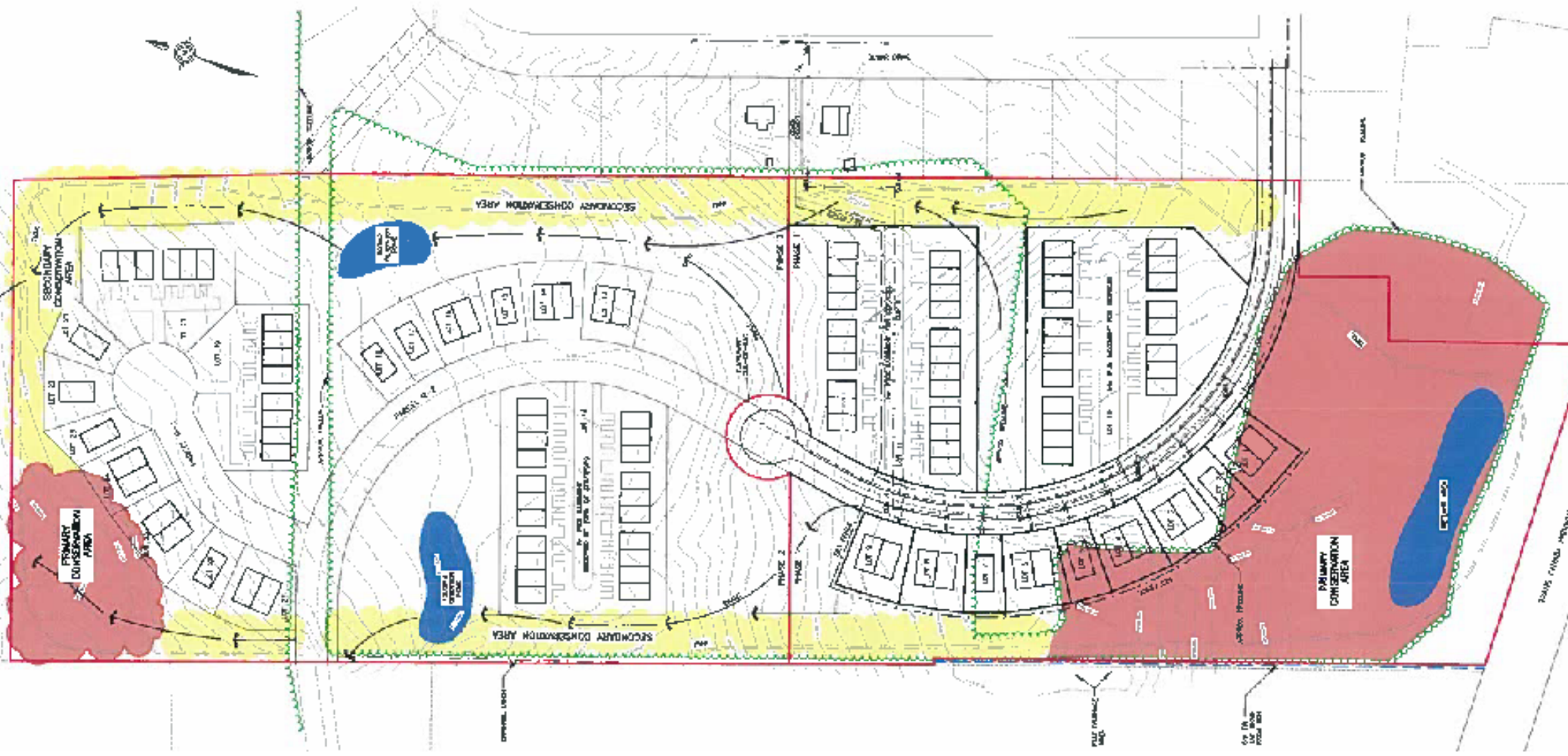
## **Goal**

- preserve the natural environment and ecology
- improve social amenities and cultural inclusion
- increase energy efficiency and reduce fossil fuel energy consumption
- improve the Town's active transportation network
- reduce the cost of building and maintaining the Town's infrastructure

*Imagine that!*









# ***Stormwater Management Plan***

Incorporates:

- Forecast intensity and duration curves for rainfall events based on climate change
- Low impact development standards to retain and filter rainwater on site



**Figure 2:** Public utilities: such as streets, bridges, water and sewer systems, have been damaged by extreme weather events in Stratford, PEI.

*Imagine that!*

# Rain Barrel Program



*Imagine that!*



# Community Energy Plan

- Reduction of Greenhouse Gas Emissions
- Energy Avoidance
- Energy Efficiency
- Renewable Energy Installations



*Imagine that!*

# *Tree Planting*

25,000 native trees and shrubs planted, in partnership with SAWIG, in the Stratford area watershed



*Imagine that!*



# *Natural Area Lens*

- Workshop
- Lens
- Land Acquisition/  
Protection
- Eco-Asset Valuation
- Restoration and  
Management Plans



*Imagine that!*

## ***Planned Initiatives***

- Resident Interpretation and Stewardship Program
- Business Stewardship Program
- Implement Climate Adaption Measures
- Community Tree Planting Program
- Green Infrastructure Network
- Enhanced Development Control

*Imagine that!*





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***Questions and Comments***