



Staff Report

Administration – Chief Administrative Officer

Report To: Special Committee of the Whole
Meeting Date: June 17, 2024
Report Number: FAF.24.078
Title: Corporate Strategic Plan Review
Prepared by: Shawn Everitt, Chief Administrative Officer

A. Recommendations

THAT Council receive Staff Report FAF.24.078, entitled “Corporate Strategic Plan Review” for information;

AND THAT Council establish a Corporate Strategic Plan Task Force comprised of a maximum of three (3) members of Council, including the Mayor, to establish a clear process, policy, and consistent timelines for the development of future Corporate Strategic Plans that are positioned to seamlessly and successfully transition from one term of Council to the next.

B. Overview

This report provides an update on the projects identified in the 2020 – 2024 Corporate Strategic Plan along with a summary and suggestions by staff of where the Plan has been successful, where it has been deficient, and options to consider moving forward.

C. Background

The Town has had three (3) Corporate Strategic Plans plus the Sustainable Path since amalgamation in 1998. The following list identified the terms (time frames) of the various Strategic Plans:

2005 – 2009 Corporate Strategic Plan

2010 – 2015 The Sustainable Path (often referred to as the Town’s Corporate Strategic Plan)

2015 – 2020 Corporate Strategic Plan

2020 – 2024 Corporate Strategic Plan (Current)

The [2020 – 2024 Corporate Strategic Plan](#) was developed through an internal process, meaning that no external consultants were used to complete the project. All development and consultation were completed through the collaboration of Council and staff. This decision was made by Council with the objective to ensure the Corporate Strategic Plan be a product of the

Corporation not a “cookie cutter” plan that was often produced through the work of external consultants.

The Corporate Strategic Plan was considered through staff Report FAF.20.108 at the June 30, 2020 Committee of the Whole Meeting with the following motion being approved:

Moved by: Andrea Matrosovs Seconded by: Paula Hope

THAT Council receive Staff Report FAF.20.108, entitled “Corporate Strategic Plan Approval”;

AND THAT Council approve the Corporate Strategic Plan as presented.

| | |
|----------------------|-----|
| Councillor Bordignon | Yay |
| Councillor Hope | Yay |
| Councillor Matrosovs | Yay |
| Deputy Mayor Potter | Yay |
| Councillor Uram | Yay |
| Mayor Soever | Yay |
| Councillor Sampson | Yay |

Council provided final approval at the July 13, 2020 Council meeting:

Moved by: Rob Sampson Seconded by: Peter Bordignon

THAT Council receive Staff Report FAF.20.108, entitled “Corporate Strategic Plan Approval”;

AND THAT Council approve the Corporate Strategic Plan as presented.

| | |
|----------------------|-----|
| Councillor Bordignon | Yay |
| Councillor Hope | Yay |
| Councillor Matrosovs | Yay |
| Deputy Mayor Potter | Yay |
| Councillor Sampson | Yay |
| Councillor Uram | Yay |
| Mayor Soever | Yay |

The 2020 – 2024 Corporate Strategic Plan established a revised “Vision”, “Mission”, series of “Values” and Strategic Priorities.

Vision: An approachable Council and Staff serving an engaged and well-informed community.

Mission: Council and Staff together foster the trust of our community and support our region’s diverse cultural and natural heritage through thoughtful consultation and organizational excellence.

Values: Excellence, Integrity, Accountability, Inclusivity, and Stewardship

Strategic Priorities:

1. Communications and Engagement
2. Organizational Excellence
3. Community
4. Quality of Life

The Town's staff report template includes the list of Strategic Priorities and staff are responsible for testing the subject matter against these Strategic Priorities when drafting each report.

The 2020 – 2024 Corporate Strategic Plan was developed just prior to the COVID-19 Pandemic and approved roughly five (5) months into what we now know was over two and a half years before the pandemic was declared over in May of 2023.

A number of ideas contemplated during the 2019 development of the Corporate Strategic Plan were impacted by the way technology played such a significant role in how business and services were able to be provided during the pandemic. For example, prior to 2020, the idea of hosting Council meetings virtually was largely inconceivable. For at least two (2) years, most business sectors saw 2019 key initiatives change throughout the pandemic. However, what led to the Town's successful navigation of the pandemic was two (2) key philosophies that the Corporate Strategic Plan was based on:

1. Early and Often Communication
2. Plan to Execute Mindset

However, this review process has identified a need to refocus on adopting a Plan to Execute Mindset. This requires the continual maintenance of respectful dialogue when considering recommendations based on the professional expertise of staff. It is the desire of staff to be considered trusted advisors by Council so that Council can effectively undertake their decision-making role. The recommendations brought forward by staff are based on the Town's approved Engineering Standards, Master Plans and Studies, and industry best practices that will not always align with public opinion. However, staff are committed to providing an enhanced level of public consultation to allow the public to voice their concerns.

D. Analysis

Attachment 1 of this report provides a fulsome list of the various Town Plans, Studies, and Reviews completed since 2020. These Plans and Studies direct, guide, and support staff recommendations brought forward for Council consideration. For example, the Town's current Engineering Standards (approved by this Term of Council in 2023) are used as the basis for all recommendations regarding municipal infrastructure replacements and also are used for all new developments that will be adding to the municipal infrastructure.

Attachment 2 provides a summary of each priority identified in the 2020 -2024 Corporate Strategic Plan.

A total of twenty-two (22) Plans/Studies/Reviews are identified in the listing:

| Status | Number of Plans/Studies/Reviews |
|------------------------------------|---------------------------------|
| Complete | 13 |
| Progressing | 4 |
| Shifted to Other Partners | 2 |
| Pushed Out in Budget Deliberations | 1 |
| Incomplete | 2 |

2025 Opportunities

There are a number of ways to develop a municipal Corporate Strategic Plan. As such, staff suggest that Council establish a Task Force to develop a Strategic Plan Review and Update Policy that would outline a process and structure for establishing the Town's future Corporate Strategic Plans. This policy would allow for a successful and seamless transition from one Term of Council to another regardless of the turnover of members.

The Town's 2005 – 2009 Corporate Strategic Plan was completed through an external consultant (The Randolph Group) as was the 2015 – 2020 Corporate Strategic Plan (MBHC). As previously noted, the 2020 – 2024 Corporate Strategic Plan was completed in-house without external consultants.

If Council wishes to proceed with fast-tracking the 2025 Corporate Strategic Plan, prior to the 2025 Budget deliberations, staff have prepared the following recommendation:

AND THAT Council pre-approve the \$100,000 contained in the 2024 budget for the development of the 2025 Corporate Strategic Plan pending the recommendations of the Corporate Strategic Plan Task Force.

The funding identified to complete this proposed project in 2025 was from Working Capital.

It is extremely important that the development of a Corporate Strategic Plan consider how the Plan will successfully and seamlessly transition from one Term of Council to another. Staff acknowledge that the regular reporting on the progress of actions with the Corporate Strategic Plan, as identified in Section 2.4, was not completed.

The Priorities and Objectives laid out in the Corporate Strategic Plan should be the "test" against which all recommendations are considered regardless of whether the request is coming from a member of Council, Council as a whole, the community, Committees of Council, Working Groups, or staff. Furthermore, any request for service enhancements or new initiative, need to be carefully considered to clearly understand what is being requested and what resources are required to provide it. It should also be determined if the Town is the appropriate entity to provide the service. Adequate time needs to be allotted to review these types of requests to prevent overextending existing staff resources as has often been done in the past.

Staff look forward to working with Council on the next steps for this extremely important topic.

E. Strategic Priorities

1. Communication and Engagement

We will enhance communications and engagement between Town Staff, Town residents and stakeholders.

2. Organizational Excellence

We will continually seek out ways to improve the internal organization of Town Staff and the management of Town assets.

3. Community

We will protect and enhance the community feel and the character of the Town, while ensuring the responsible use of resources and restoration of nature.

4. Quality of Life

We will foster a high quality of life for full-time and part-time residents of all ages and stages, while welcoming visitors.

F. Environmental Impacts

Consideration of the three (3) Pillars of Sustainability is critically important and engrained in the Corporate Strategic Plan.

G. Financial Impacts

The financial impacts will be determined through the recommendations approved by Council.

H. In Consultation With

Senior Management Team

I. Public Engagement

The topic of this Staff Report has not been the subject of a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required.

J. Attached

1. Corporate Strategic Plan List of Plans, Studies, and Reviews
2. Corporate Strategic Plan Priorities List

Respectfully submitted,

Shawn Everitt
Chief Administrative Officer

For more information, please contact:
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Report Approval Details

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| Document Title: | FAF.24.078 Corporate Strategic Plan Review.docx |
| Attachments: | - Attachment-1-Corporate-Strategic-Plan-List-of-Plans-Studies-and-Reviews.pdf - Attachment-2-Corporate-Strategic-Plan-Priorities-List.pdf |
| Final Approval Date: | Jun 10, 2024 |

This report and all of its attachments were approved and signed as outlined below:

Shawn Everitt - Jun 10, 2024 - 9:53 AM