



Staff Report

To: Mayor and Members of Council Meeting of July 24, 2023
From: Brooke Lambert, Chief Administrative Officer
Subject: Report CAO 2023-007 Strategic Plan Update (Phase 2)

RECOMMENDATION

THAT Council of the Corporation of the Township of Wellington North receive for information Report CAO 2023-007;

AND FURTHER THAT Strategic Planning sessions open to the public be held as follows:

Thursday, July 27, 2023. 6:30 – 8 pm

Arthur & Area Community Centre
158 Domville St. Arthur

Monday, July 31, 2023. 6:30 – 8 pm

Mount Forest & District Sports Complex
850 Princess St, Mount Forest

PREVIOUS PERTINENT REPORTS/BY-LAWS/RESOLUTIONS

- April 3, 2023 Report CAO 2023-004 Strategic Plan Update (Phase1) and Community Satisfaction Survey Results
- February 6, 2023 Report CAO 2023-002 2022 Year in Review
- December 19, 2022 Report CAO 2022-009 Proposed Strategic Planning Process (2022-2026)
- August 12, 2019 Report CAO 2019-005 being an update report on Councils Strategic Priorities
- May 27, 2019 CAO 2019-003 being a report on Council Strategic Priorities: 2018-2022 and recommended actions outlined
- January 8, 2018 Report CAO 2018-002 being a report on the Strategic Plan 2018

BACKGROUND

In December 2022, Council approved the 2022-2026 Strategic Planning process, including the development of the first ever Community Satisfaction Survey.

In April 2023, Deloitte Consulting presented the results of a statistically significant phone survey (100 respondents) across the Township to gather insights on satisfaction levels for township services as well as understanding what some of the key community priorities are moving forward. This survey was complimented by an open on-line survey where members of the community were also able to provide feedback on the same questions. Both of the results

of these surveys formed the foundation for the next steps in the strategic planning process (Phase 2).

Strategic Plan – Phase 2 Update

Phase 2 of the strategic planning process has been focused on bringing different stakeholders into the process and developing a strategic direction for the township.

To date it has included:

- Conducting a workshop with Council to understand community priorities and insights on what Council would like to achieve going forward (April 2023);
- Staff consultation, including surveys and interviews that address staff's perspective on key community issues, ability to deliver and continuously improve core services, and corporate values (April/May 2023);
- Steering Committee and Project Team workshops to make sense of the findings and feedback to date (May/June 2023);
- Developing the first draft of strategic planning framework, including priorities, objectives, and success statements (June 2023).

This draft framework (See Attachment 1) will form the basis of the next stage of stakeholder consultation, detailed below.

Upcoming Stakeholder Consultation

A draft strategic planning framework is now available for stakeholder review. This information will be posted on the Township's website and will be presented at two in-person Public Consultation Centres:

1) Thursday, July 27, 2023. 6:30 – 8 pm

Arthur & Area Community Centre
158 Domville St. Arthur

2) Monday, July 31, 2023. 6:30 – 8 pm

Mount Forest & District Sports Complex
850 Princess St, Mount Forest

All members of the community are invited to attend.

Further, an "All Staff Meeting" will be held in July to review with staff, as well as one-on-one consultations with Council to receive their input.

Next Steps

Based the project workplan (See Attachment 2), the strategic planning process is expected to be completed in early Fall 2023. At this time, final recommendations will be brought to Council for decision.

FINANCIAL CONSIDERATIONS

In December 2022 \$40,000 was approved for the Strategic Planning process and has been identified in the 2023 Budget.

ATTACHMENTS

Attachment 1 – Draft Strategic Directions
Attachment 2 – TWN Strategic Plan, Workplan

STRATEGIC PLAN 2019 - 2022

Do the report's recommendations align with our Strategic Areas of Focus?

Yes No N/A

Which priority does this report support?

Modernization and Efficiency Partnerships
 Municipal Infrastructure Alignment and Integration

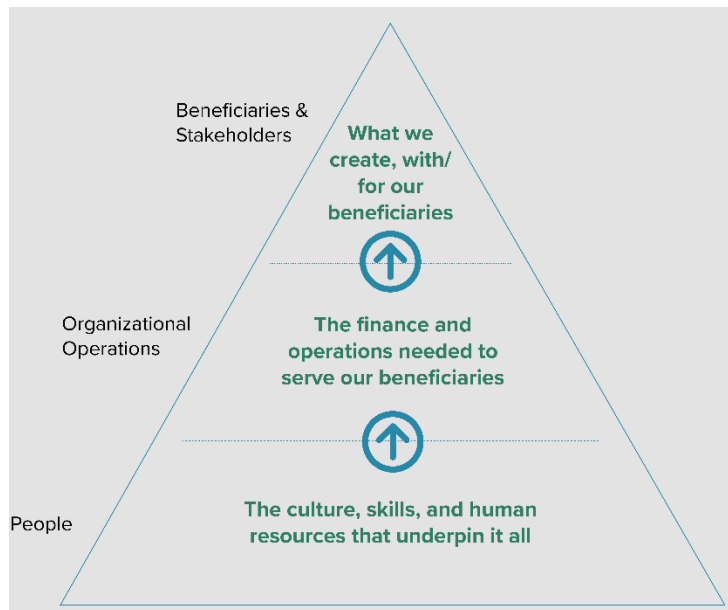
Prepared By:	Brooke Lambert, Chief Administrative Officer	<i>Brooke Lambert</i>
Recommended By:	Brooke Lambert, Chief Administrative Officer	<i>Brooke Lambert</i>

Township of Wellington North, Strategic Planning:

Emerging Strategic Priorities, Draft Summary to-date

June 14, 2023

The Planning Framework



The planning framework organizes strategic issues, using three main lenses:

- The impact that an organization will prioritize on behalf of its stakeholders for duration of the plan,
- The operations necessary to be prioritized to achieve the impact sought, and
- The characteristics of the team and people who underpin the plan.

The Emerging Strategic Priorities

- ▶ *For community (the impact we seek to create for our stakeholders)*
 - A growing, safe, inclusive, and sustainable community.
- ▶ *For the work (the operations necessary to create the impact we seek)*
 - Advancing TWN methods and platforms to engage and bring the community together.
 - Delivering quality community services and superior customer service, attuned to community need.
 - Shaping and supporting growth for the benefit of existing and future residents.
- ▶ *For our people (the staff, volunteers, culture, etc., that underpin it all)*
 - Increasing TWN staff engagement, retention, and capacity.

The Emerging Priorities, Success Statements, and Objectives

Ultimate Impact

→ A growing, safe, inclusive, and sustainable community.

Operational and Team Strategic Priorities

Strategic priority	Success statement	Objectives
Advancing TWN methods and platforms to engage and bring the community together.	TWN has increased community engagement and cohesion (e.g., through volunteerism, social media, partnerships).	→ Streamline communication platforms and use technology efficiently.
		→ Develop and engage in purposeful community partnerships.
		→ Celebrate the community (e.g., share success stories).
Delivering quality community services and superior customer service, attuned to community need.	TWN has carefully maintained, enhanced, and improved services in balance with community need and want.	→ Sustain, expand, and balance resources to keep up with growth and infrastructure needs.
		→ Define service levels and align their delivery to best match population growth and want.
		→ Continuously improve service to strive for the greatest effectiveness and efficiency.
		→ Create and grow partnerships.
Shaping and supporting growth for the benefit of existing and future residents.	TWN has carefully maintained and supported growth for a sustainable and inclusive community.	→ Update the Growth Management Strategy.
		→ Update and develop master plans and studies.
		→ Improve TWN's ability to adapt to change.
		→ Maximize a variety of housing types for all.
Increasing TWN staff engagement, retention, and capacity.	TWN is an employer of choice, with highly engaged and capable staff.	→ Ensure staff resources are directed toward community priorities.
		→ Improve team building and staff culture.
		→ Ensure competitive compensation.
		→ Identify and live our organizational values.

Attachment 2

TWN Strategic Plan – Workplan

Task Name

Project start-up (March 2023)

Review phase two project objectives with the core project team
Adjust and confirm proposal workplan (i.e., key activities related to objectives)
Review and clarify findings-to-date

Council direction workshop (April 2023)

Prepare council direction workshop
Facilitate council direction workshop
Summarize workshop feedback

Staff engagement (April 2023)

Develop staff survey questions to gather insights on findings to date and input/recommendations
Create and upload staff survey
Analyze and summarize survey feedback
Develop a framework for staff-staff satellite visits to support a shared understanding
Gather staff reflections on the framework
Analyze and summarize staff reflections
Prepare sensemaking workshop for staff project team
Facilitate sensemaking workshop
Summarize sensemaking workshop feedback

Steering committee sensemaking (May/June 2023)

Summarize all input-to-date into a strategic framework for review
Prepare a strategy framing and scoping workshop (emerging strategic issues, strategic priorities)
Facilitate strategy and scoping workshop, parts 1 and 2
Summarize workshop feedback

Pressure-testing with stakeholders (June/July/August 2023)

Identify stakeholders for focus group engagement
Ensure focus group promotion and registration
Prepare focus groups 1-3 (on emerging strategic plan)
Facilitate focus groups 1 to 3
Summarize focus group 1-3 feedback
Develop survey for feedback on emerging strategic plan
Create and upload survey
Analyze and summarize survey feedback

Final plan development support (August/September 2023)

Provide supports to staff to confirm strategic plan (e.g., writing, strategy management)