



## 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

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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.

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## 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

☒ Municipal Infrastructure

☒ Partnerships

☒ Alignment and Integration

**Prepared By:** Brooke Lambert, Chief Administrative Officer *Brooke Lambert*

**Recommended By:** Brooke Lambert, Chief Administrative Officer *Brooke Lambert*





**Township of Wellington North**

**Community Satisfaction Online Survey**

March 2023



**The purpose of the 2023 Wellington North Community Satisfaction Survey was to:**

- Objectively measure satisfaction with municipal services and prioritize issues.
- Continuously improve municipal service delivery and inform service program design and delivery.
- Guide future actions and decisions of the Town of Wellington North.
- Enhance budgetary planning and decision processes integrating residents' priorities regarding municipal services.
- Provide a widely accessible platform for residents to provide their feedback on municipal services.

**The survey used the following data collection method:**

- An open link survey was distributed through the Township to residents, which resulted in 260 completes.

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**Key Findings from the Market Research Data:**

- The majority of respondents (82%) were satisfied with the overall quality of life in the Township of Wellington North.
- 82% of respondents were satisfied with the services provided by the Township. Respondents were most satisfied with fire services (94%), cemeteries (88%), and street lighting (87%).
- Most residents (59%) reported they receive fairly good value for their tax dollars, with 9% indicating they receive very good value.
- 59% of respondents agreed that Wellington North provides them with sufficient opportunities and information for them to meaningfully participate and engage with the Township.
- When asked about preferred methods of communicating and engaging with the Township, respondents most commonly reported online surveys (57%), social media (44%), and email (39%).
- Respondents frequently mentioned social media posts and email as their preferred methods of receiving information from the Township of Wellington North.

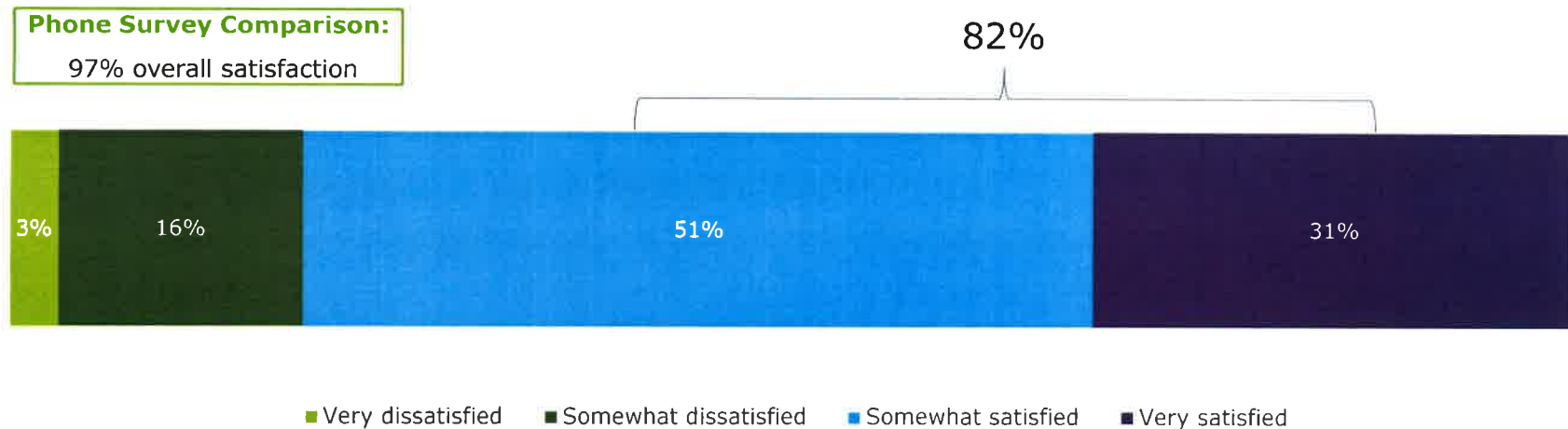




## **Detailed Findings from Market Research Data**



**The majority of residents (82%) were satisfied with the quality of life in the Township of Wellington North.**



**Overall, how satisfied are you with the quality of life in the Township of Wellington North? Would you say you are...**

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**Respondents were shown/read the following information about services in the Township:**

*For your information, the Township of Wellington North delivers 7 programs with over 25 services. The programs include:*

- *Environmental Protection (such as Water Distribution and Wastewater Collection)*
- *Corporate Services (such as HR, Financial Management, and IT)*
- *Transportation (such as Roads, Sidewalks, and Street Lighting)*
- *Development (such as Planning and Permits)*
- *Public Safety (such as By-law Enforcement and Inspections)*
- *Community Services (such as Recreation Facilities and Parks)*
- *Governance and Civic Engagement (such as Council, Engagement and Decision Making)*

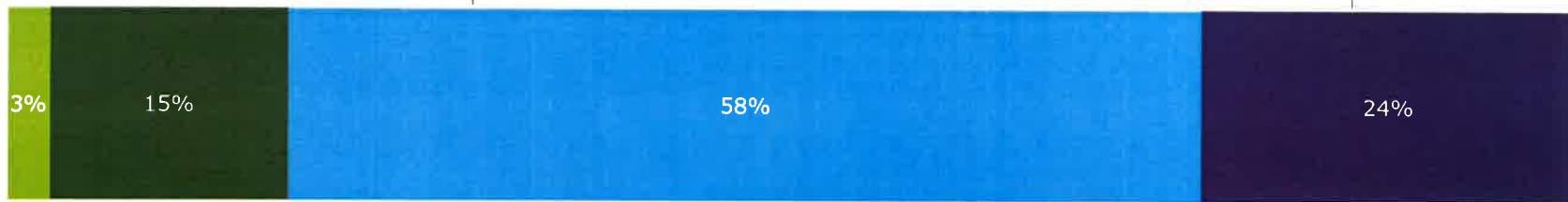
*Some services within Wellington North are provided by the County of Wellington and not by the Township, such as emergency management, garbage/recycling, the library, long term care, and the museum/archives.*

**82% of residents were somewhat satisfied to very satisfied with the services provided by the Township of Wellington North.**

**Phone Survey Comparison:**

96% overall satisfaction

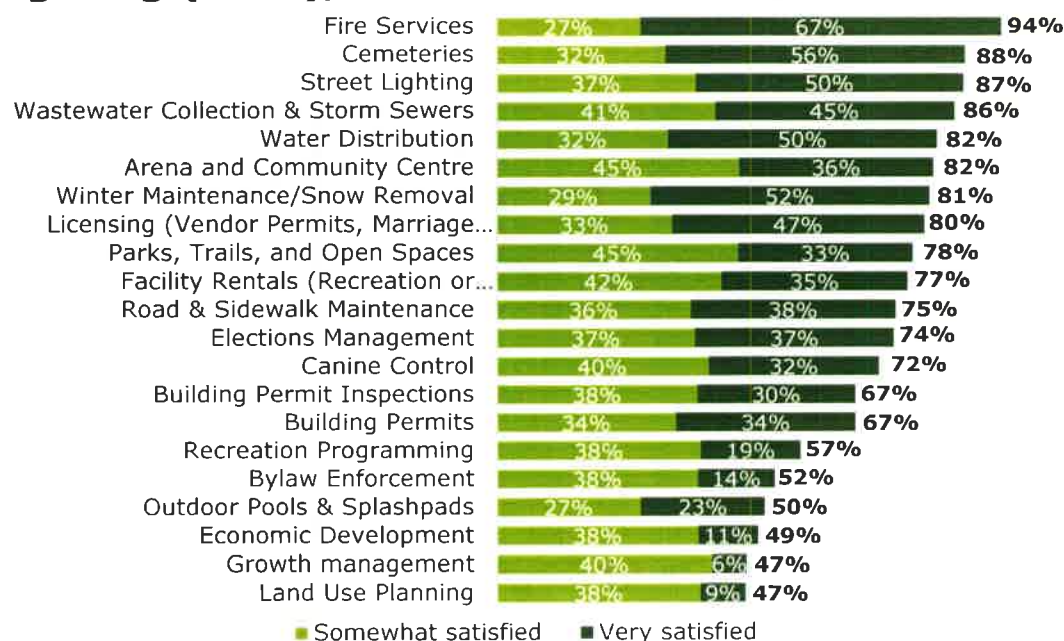
82%



■ Very dissatisfied  
 ■ Somewhat dissatisfied  
 ■ Somewhat satisfied  
 ■ Very satisfied

**Overall, how satisfied are you with the services provided by the Township of Wellington North? Are you...**

**The vast majority of residents were satisfied with fire services (94%), cemeteries (88%), street lighting (87%), and wastewater collection & storm sewers (86%).**



**We would like to get your opinion on various services provide by the Township of Wellington North municipal government. Please rate your level of satisfaction with each of these services.**



## Derived Importance

- A statistical calculation of importance
- Far more accurate relative to asking importance
- Calculates the correlation coefficient of municipal services with the KPI
- Services with a high derived importance will have the greatest impact on the KPI



## Priority Matrix

- A list of municipal services to focus efforts
- Each priority is calculated using the level of satisfaction and the importance of each service (Derived Importance)
- Services with lower satisfaction scores and higher importance become the top priorities
- Making improvements to the top priorities will have the greatest impact on improving the overall KPI

Example:

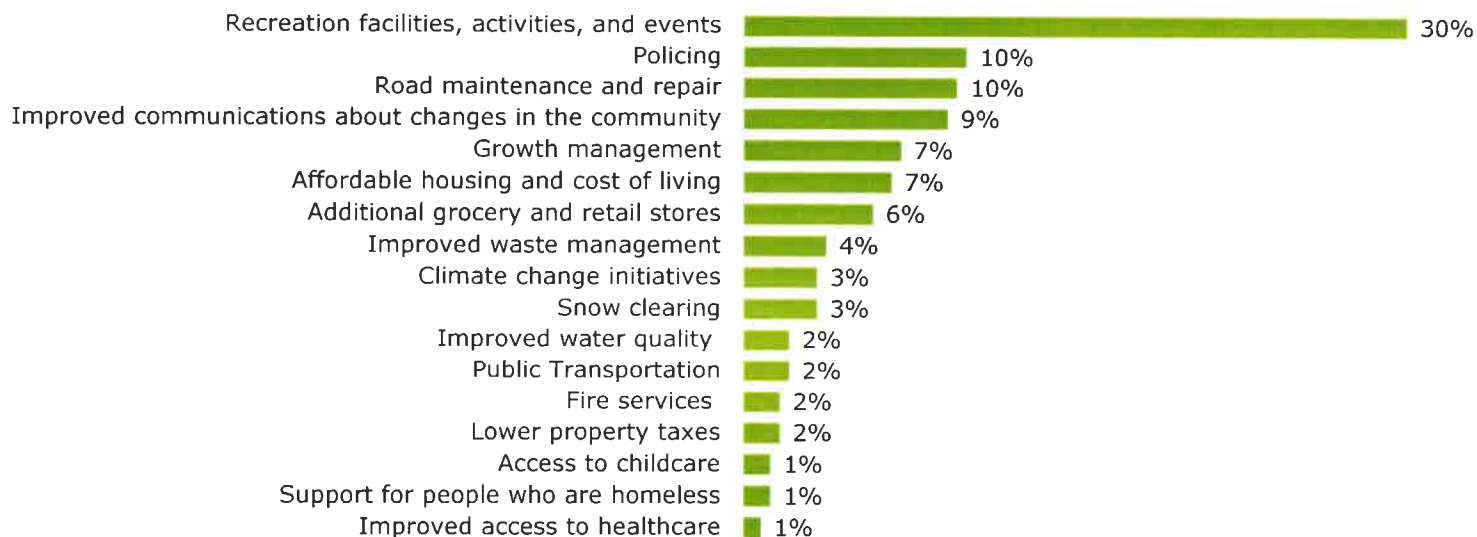


Factor	Performance	Importance	Priority Rank
Economic Development	49%	8.6	1
Land Use Planning	47%	6.9	2
Growth management	47%	6.7	3
Outdoor Pools & Splashpads	50%	7.1	4
Recreation Programming	57%	7.9	5
Bylaw Enforcement	52%	6.9	6
Elections Management	74%	9.4	7
Building Permit Inspections	67%	7.3	8
Building Permits	67%	6.7	9
Canine Control	72%	6.5	10
Road & Sidewalk Maintenance	75%	6.3	11
Facility Rentals (Recreation or community facilities)	77%	6.7	12
Parks, Trails, and Open Spaces	78%	6.9	13
Arena and Community Centre	82%	7.3	14
Licensing (Vendor Permits, Marriage Licenses, Lottery Licenses)	80%	6.5	15
Winter Maintenance/Snow Removal	81%	6.5	16
Water Distribution	82%	6.1	17
Wastewater Collection & Storm Sewers	86%	6.1	18
Cemeteries	88%	6.3	19
Street Lighting	87%	5.7	20
Fire Services	94%	5.7	21

\* Note: It is not recommended to use the priorities established in the online survey for setting strategic directions. For this, Deloitte recommends using the randomly-sampled phone results as these are more representative of the full population of the Township.



**Residents commonly mentioned recreation facilities, activities, and events (30%) as an issue that should be prioritized.**

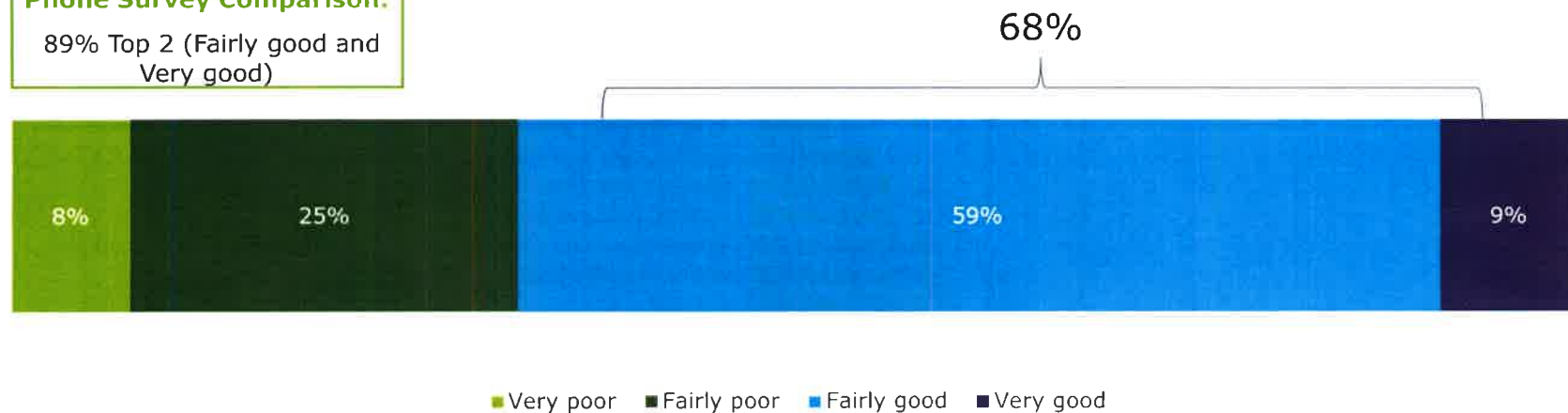


**As a resident of Wellington North, what is the one issue you feel should be prioritized to improve the quality of municipal services?**

**Most respondents (68%) felt that they receive good value for their tax dollars with the programs and services provided by the Township.**

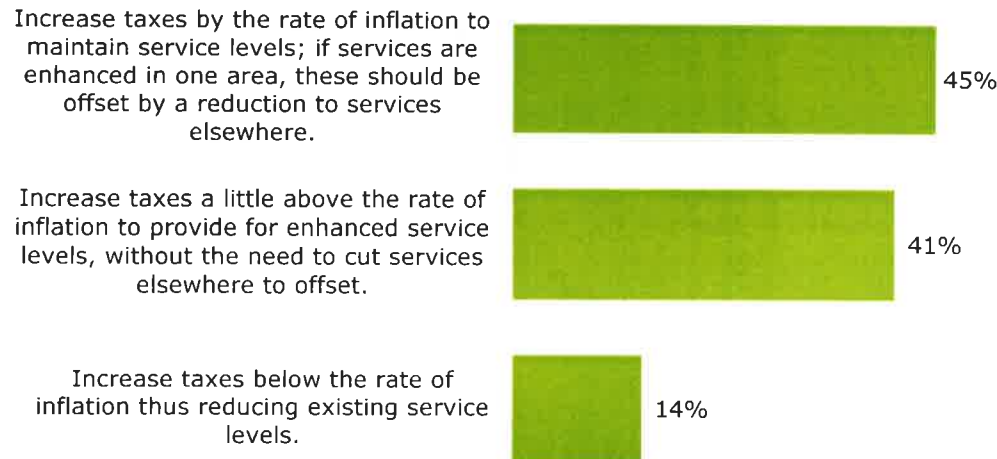
**Phone Survey Comparison:**

89% Top 2 (Fairly good and Very good)



**Thinking about the programs and services provided by the Township, how would you rate the value you receive for your tax dollars? Is it...?**

**45% of respondents reported a preference for increasing taxes by the rate of inflation as the preferred method for the Township to balance increasing costs. 86% of respondents would be in favour of at least a small tax increase.**

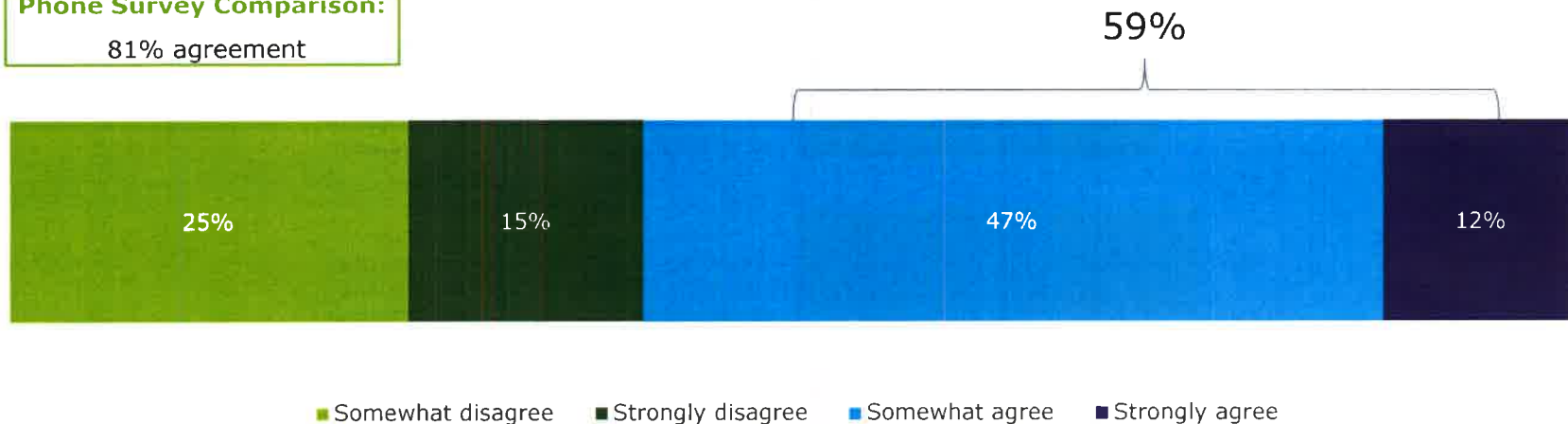


**Local governments must balance the cost of delivering services with taxation, and the cost of providing services continue to rise as a result of inflation. Additionally, adding or enhancing services further adds to costs. Which of the following options would you most prefer for Wellington North to balance increasing costs?**

**59% of respondents agreed that Wellington North provides sufficient opportunities and information for meaningful participation and engagement with the Township.**

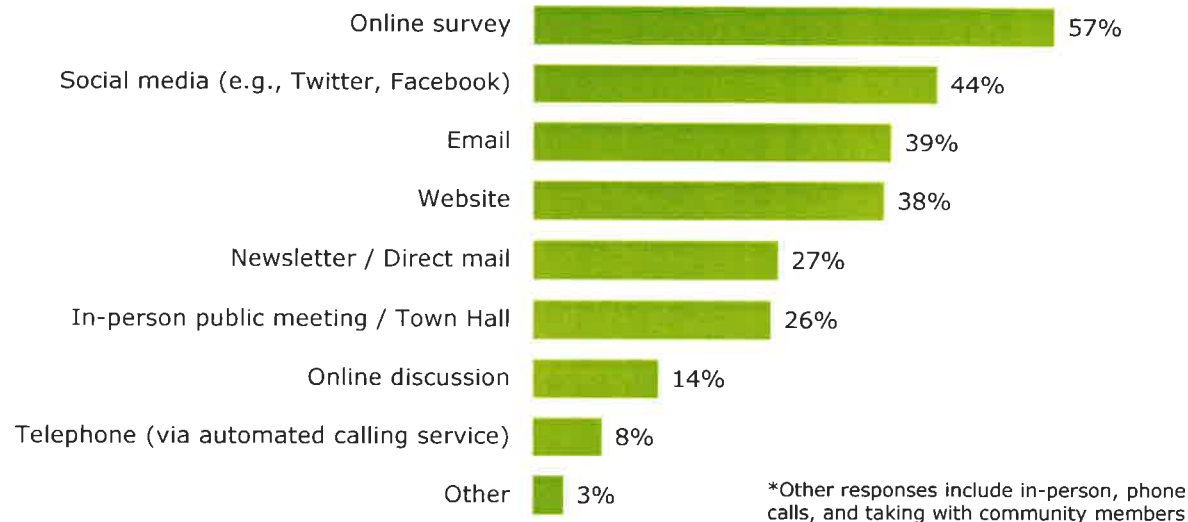
**Phone Survey Comparison:**

81% agreement



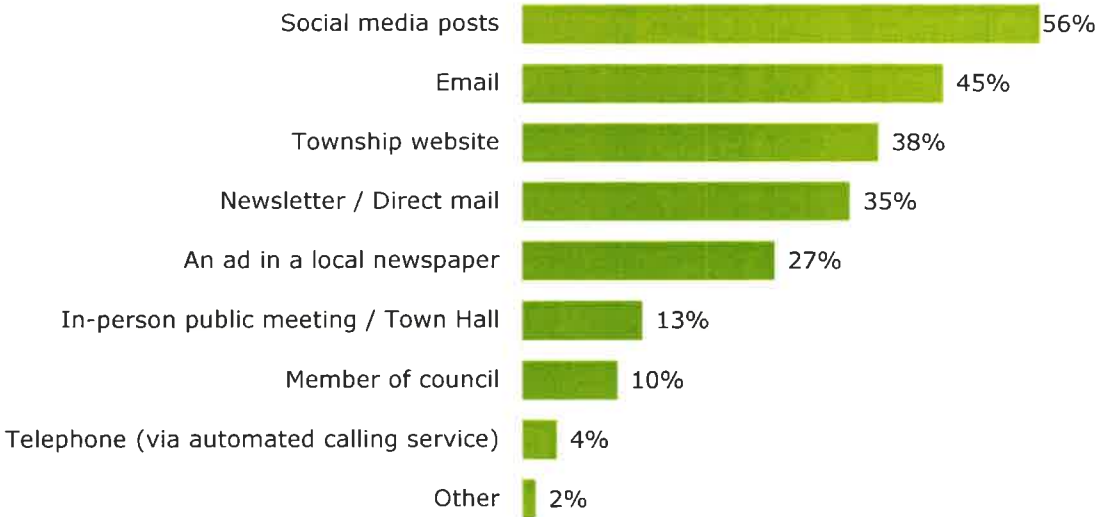
**Do you agree or disagree that Wellington North provides sufficient opportunities and information to allow you to meaningfully participate and engage with the Township? Would you say you...**

**Residents most commonly mentioned online surveys (57%), social media (44%), and email (39%) as their preferred methods of communicating and engaging with the Township.**



**What is your preferred method(s) of communicating and engaging with the Township of Wellington North?**

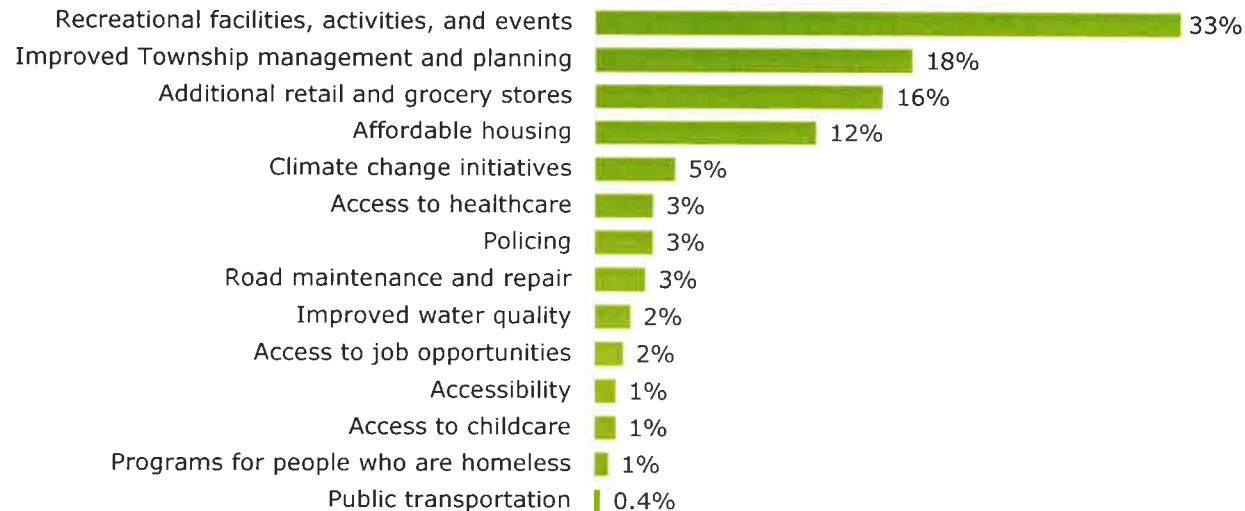
**Respondents frequently mentioned social media posts (56%) and email (45%) as their preferred methods of receiving information from the Township.**



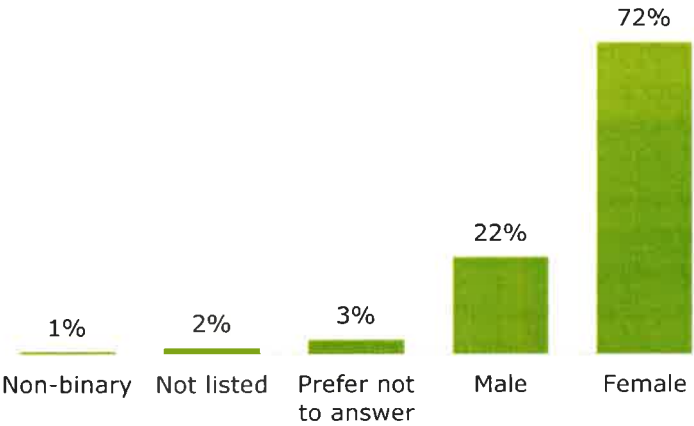
**What is your preferred method(s) of receiving information such as events, programs, and budget from the Township of Wellington North?**



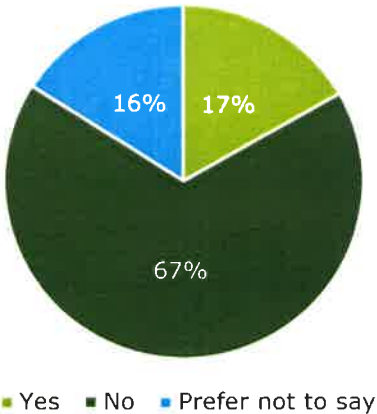
**Residents frequently mentioned recreation facilities, activities, and events (33%) as the biggest opportunity for Wellington North to improve the quality of life.**



**Looking to the future, what is the biggest opportunity for Wellington North to improve the quality of life in the Township over the next four years?**



How do you describe your gender identity?  
(N=260)



Do you identify as a member of a marginalized population?  
(N=260)

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## 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)

