



Staff Report

To: Mayor and Members of Council Meeting of October 23, 2023
From: Brooke Lambert, Chief Administrative Officer
Subject: Report CAO 2023-013 Township of Wellington North Strategic Plan Final Draft

RECOMMENDATION

THAT Council of the Corporation of the Township of Wellington North receive Report CAO 2023-013 Township of Wellington North Strategic Plan Final Draft;

AND THAT Council of the Corporation of the Township of Wellington North endorse the primary strategic goal to build: a safe, sustainable, and welcoming community.

AND FURTHER THAT Council of the Corporation of the Township of Wellington North endorse the following strategic priorities:

- Shape and support sustainable growth;
- Deliver quality, efficient community services aligned with the Township's mandate and capacity; and
- Enhance information sharing and participation in decision-making.

AND FURTHER THAT Council directs staff to further develop the implementation plan for the Township of Wellington North Strategic Plan, including:

- A focus on staff engagement, retention, and capacity to support the ongoing efforts of the Township; and
- Defining success, key objectives, and implementation milestones for each strategic priority.

PREVIOUS PERTINENT REPORTS/BY-LAWS/RESOLUTIONS

- July 24, 2023 Report CAO 2023-007 Strategic Plan Update (Phase 2)
- April 3, 2023 Report CAO 2023-004 Strategic Plan Update (Phase 1) 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 Council's 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. The results of these surveys formed the foundation for the next steps in the strategic planning process (Phase 2).

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

It included:

- Council workshop to understand community priorities and insights on what Council would like to achieve going forward (April);
- 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);
- Steering Committee and Project Team workshops to make sense of the findings and feedback to date (May/June);
- Developing the first draft of strategic planning framework, including priorities, objectives, and success statements (June);
- All staff meeting (July);
- Two in-person Stakeholder Consultation Centres held:
 - **Thursday, July 27, 2023. 6:30 – 8 pm** (Arthur & Area Community Centre)
 - **Monday, July 31, 2023. 6:30 – 8 pm** (Mount Forest & District Sports Complex)
- Concurrent on-line survey (July/August);
- Council interviews (August/September); and
- Project Team/Steering Committee Review (September).

Approximately 50 members of the public attended the Stakeholder Consultation Centres and over 250 survey responses were received. This feedback is summarized in Attachment A.

Based on the feedback received and further discussions with individual members of Council as well as the Project Team and Steering Committee, the draft Strategic Planning framework was revised and is ready for Council review. Please see Attachment B.

Next Steps

If Council endorses the strategic priorities outlined in this report, staff will proceed with developing a more detailed implementation plan. This plan will include a "living" three-year work plan that will outline the objectives and implementation milestones, defining success for each strategic priority. It is anticipated that this workplan will be brought to Council for

approval on an annual basis, along with any associated budget implications. A mid-year review will also be provided, and the Year in Review will consolidate areas of progress related to the strategy as well.

Given the discussions related to staff engagement, retention and capacity that were highlighted during the Council workshop and in subsequent staff discussions, the implementation plan will also include an internal focus on how the organization can support the community priorities identified in this plan.

Further considerations for the implementation plan will include:

- Financial and budget implications (sustainability);
- Partnership opportunities (safe, sustainable, and welcoming);
- Addressing diversity, equity, inclusion and accessibility (safe and welcoming);
- Opportunities for continuous improvement (maintaining and improving core services); and
- Monitoring progress and sharing results.

FINANCIAL CONSIDERATIONS

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

ATTACHMENTS

Attachment A – Consolidated Stakeholder Feedback (Phase 2)

Attachment B – Final Draft – Township of North Wellington Strategic Plan

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 *Brooke Lambert*

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