



## Staff Report

**To:** Mayor and Members of Council Meeting of December 11, 2023  
**From:** Brooke Lambert, Chief Administrative Officer  
**Subject:** Report CAO 2023-014 Township of Wellington North Strategic Plan Implementation

### RECOMMENDATION

**THAT** Council of the Corporation of the Township of Wellington North receive Report CAO 2023-014 Township of Wellington North Strategic Plan Implementation for information;

**AND THAT** Council of the Corporation of the Township of Wellington North endorse the implementation work-plan in principle.

**AND FURTHER THAT** Council directs staff to report back on the progress of the plan bi-annually.

### PREVIOUS PERTINENT REPORTS/BY-LAWS/RESOLUTIONS

- October 23, 2023 Report CAO 2023-013 Township of Wellington North Draft Strategic Plan
- July 24, 2023 Report CAO 2023-007 Strategic Plan Update (Phase 2)
- 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

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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 a several activities ranging from a Council workshop and interviews, staff consultation, in-person stakeholder consultation centres, and on-line surveys.

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 presented to Council. On October 23<sup>rd</sup>, 2023, the draft strategic plan was unanimously approved (see report CAO 2023 – 013) and staff were directed to proceed with developing an implementation framework, including a three-year work plan. The final draft of the fully designed Strategic Plan can be seen in Attachment A.

## **Implementation Plan**

The implementation of a strategic plan is an exciting opportunity to review key priorities that are identified by Council, staff and the community and then consolidate this information in a way that direct action can be taken to meet community objectives.

To this end there are two main considerations:

- 1) How can the Township ensure that it is working towards the three strategic priorities identified in the strategy:
  - 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.
  
- 2) How can the Township ensure the organization is aligned with the strategic priorities, including:
  - Human resources in right places (sustainability);
  - 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.

## **Working towards the strategic priorities**

As a first step towards implementation, staff and the consultant team have developed a milestone chart and three year work-plan that begins to identify how the Township will take steps towards meeting the priorities and related objectives of this plan. This work-plan was developed based on the feedback received during the consultation process for the strategy as

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well as a staff review of potential capital and operating projects. It is intended to be a “living” document that will guide the organization in terms of planning for and undertaking projects that will help move the community towards the primary strategic goal to build: a safe, sustainable, and welcoming community and the three strategic priorities. Please see Attachment B.

### **Aligning the organization**

Work has also begun to align the Township organization and administration more fully with the strategic plan. One of the first steps will be to revise the Council report template to align with the strategic priorities of the 2024 plan. It is anticipated that this new report structure will be developed in early 2024 and will allow Council and the public to better connect the work underway with the direction outlined in the strategic plan.

Further, ensuring that the organization is well suited in terms of the staff complement and required roles to support the priorities of this plan will also be a focus for 2024. It is anticipated that work to address this internal requirement will focus on engaging staff, retaining and recruiting key staff, and building capacity overall.

Additional efforts will look at:

- How future budget processes can incorporate the priorities of the strategic plan;
- How the Township can identify and build the required partnership to make key actions a reality;
- Applying a diversity, equity, inclusion and accessibility perspective to all the work underway both inside and outside of the organization;
- A continued focus on continuous improvement and empowering staff at all levels to identify opportunities for cost savings, efficiencies, and improvements;
- Introducing more formal performance management approaches that help the organization monitor progress and share the results.

### **Next Steps**

If Council endorses the proposed work-plan, staff will begin work towards implementation. It is anticipated that this work-plan 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.

<b>FINANCIAL CONSIDERATIONS</b>
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In December 2022 \$40,000 was approved for the Strategic Planning process and was included in the 2023 Budget.

<b>ATTACHMENTS</b>
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**Attachment A** – Final Draft – Township of Wellington North 2024 Strategic Plan  
**Attachment B** – Implementation work-plan and milestones

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**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

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

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