

DATE: June 26, 2023
REPORT NO: CAO-02-2023
SUBJECT: **2023-2026 Corporate Strategic Plan**
CONTACT: Beth Audet, Communications Specialist
Bev Hendry, Chief Administrative Officer

OVERVIEW:

- The current West Lincoln Strategic Plan was developed in 2019. In recognition of a new term of Council, a refresh of the Strategic Plan has been undertaken.
- The process included six phases:
 1. The first involved garnering feedback from the general public. An educational video was launched along with a survey available online and in paper form.
 2. The second involved targeted individual interviews with active community members and community leaders representing a variety of sectors.
 3. The third involved individual interviews with each member of Council and each member of the senior management team.
 4. The fourth phase was a training workshop for Council at the Silverdale Community Hall, to review the findings of phases one through three and for Council to begin outlining its goals for the next four years.
 5. The fifth phase was another training workshop for Council at the Abbingdon Community Hall, to focus on refining Council's list of strategic initiatives for inclusion in the final product. (*Minutes of both training workshops are included in the Closed Session packages from April 26, 2023, and May 1, 2023.*)
 6. Phase six is the final approval of the Corporate Strategic Plan as presented in CAO-02-2023.

RECOMMENDATION:

1. That, Recommendation Report CAO-02-2023 regarding the 2023-2026 Corporate Strategic Plan, dated June 26, 2023, be received and approved; and,
2. That, Vision Option ___ as outlined in the report be approved; and,
3. That, Mission Option ___ as outlined in the report be approved; and,
4. That, the Corporate Strategic Plan attached as Schedule A to this report be adopted and hereby implemented.

ALIGNMENT TO STRATEGIC PLAN:

Theme #6

- **Efficient, Fiscally Responsible Operations**

BACKGROUND:

The last West Lincoln Strategic Plan was developed in 2019. Despite, and perhaps because of, additional pressures caused by the global pandemic and new provincial Modernization funding, many of the outcomes laid out in the current Strategic Plan were accelerated and many more outcomes were added in order to sustain service delivery.

A corporate strategic plan is a “living document” and should undergo periodic review and adjustments to reflect progress toward achievement of goals. Since a majority of the goals laid out in the current plan have either been completed or are well on their way towards completion, and specifically in recognition of a new term of Council, it was determined that a refresh of the plan is necessary.

An experienced, local strategic planning professional was approached in the Fall of 2022, to ensure that a scaled-down approach to refreshing the plan was feasible. Suzanne Gibson, of Suzanne Gibson and Associates, was officially secured in the Spring of 2023 to spearhead the refresh of the Corporate Strategic Plan.

The goal was to complete the project by the Summer of 2023, to create a clear path forward for the remainder of the term of Council and beyond. Completing it before the fall also ensures that it will guide even the most preliminary discussions for the 2024 budget.

The 2023-2026 Corporate Strategic is attached as Appendix A. This document will assist in communicating the Plan to residents, businesses and other levels of government.

As part of the process, the future of West Lincoln was discussed and it was decided that the Vision, Mission and Values would be refreshed.

Council’s decision as to the final Mission and Vision is requested. The options are:

Vision

Option 1: The Township of West Lincoln will be a safe, engaged and vibrant community that fosters connections, opportunities and a strong sense of home.

Option 2: Fostering a strong sense of community, West Lincoln celebrates its rural roots while promoting sustainable growth that increases opportunities for all.

Mission

Option 1: The Township of West Lincoln provides responsive municipal services that enhance the quality of life in our community.

Option 2: Through efficient and effective leadership, the Township of West Lincoln provides quality services and opportunities for engagement, to enhance the quality of life in our community.

Throughout the process, three overarching themes plus one foundational theme were identified as the appropriate framework to guide key strategies and deliverables for the next four years. The four strategic priorities are:

- 1) Build a Safe, Connected, Caring and Active Community
- 2) Champion Strategic and Responsible Growth
- 3) Enrich our Strong Agricultural Legacy
- 4) Foundational: Advance Organizational Capacity and Effectiveness

A total of 20 key strategies have been developed under these strategic priorities, to guide decision making and investments for the next four years. A full description of the strategic priorities and key strategies are provided in the attached Appendix A.

A total of 51 deliverables for Staff have been outlined and are provided in the attached Appendix B.

Reports summarizing feedback gathered in the qualitative interviews, public consultation and survey are provided in attached Appendices C-D.

CURRENT SITUATION:

Further steps will be required once the Corporate Strategic Plan has been approved by Council in order to keep the project living and flexible. The following next steps are planned:

1. Communicate Council strategic priorities to employees and the community;
2. Hold team meetings across the organization and ensure all employees are aware of the Corporate Strategic Plan and how individual work teams play a role in implementation;
3. Align the Corporate Strategic Plan within operational business plans and annual operating and capital budgets, identifying where additional or different resources are required and requesting approval as necessary;
4. Ensure the Corporate Strategic Plan is provided to external firms involved in preparing Township plans and studies;
5. Assign accountabilities for each deliverable under the Corporate Strategic Plan and establish cross-departmental project teams where implementation involves more than one operating department;
6. Organize Council reports and agendas so it is clear when reports relate to the Corporate Strategic Plan;
7. Provide regular status updates to Council and a comprehensive report on progress prior to the next election in 2026;
8. Provide orientations with incoming Councils every four years, following each municipal election, to ensure the Corporate Strategic Plan aligns with their collective vision and make adjustments as necessary; and,
9. Communicate progress to the public on an ongoing basis.

FINANCIAL IMPLICATIONS:

This project has been completed within the approved budget of \$20,000.

INTER-DEPARTMENTAL COMMENTS:

The CAO reviewed the report and provided no further comments.

CONCLUSION:

Once approved by Council, and bolstered by the momentum that has been built within the corporation and the community, Township staff will implement the plan as laid out in the next steps with pride and enthusiasm.

Prepared & Submitted by:



**Beth Audet,
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Submitted & Approved by:



**Beverly Hendry,
CAO**