

THE CORPORATION OF THE TOWN OF GEORGINA

REPORT NO. CAO-2019-0011

**FOR THE CONSIDERATION OF
COUNCIL**

March 6, 2019

SUBJECT: FINAL UPDATE: 2014 – 2018 CORPORATE STRATEGIC PLAN

1. RECOMMENDATION:

1. That Council receive Report No. CAO-2019-0011 prepared by the Office of the CAO, dated March 6, 2019 regarding a final update on the Town's 2014 – 2018 Corporate Strategic Plan.

2. PURPOSE:

The purpose of this report is to provide Council with a summary of the actions undertaken by staff in support of the 2014 – 2018 Corporate Strategic Plan ('Plan').

3. BACKGROUND:

In August of 2016, Council approved the Town's first Corporate Strategic Plan. The Plan identified 55 actions under four strategic goals:



The Plan also includes a vision, mission and values for the Town. This report stands as the final update on these actions in advance of the 2019 – 2023 Corporate Strategic Plan being developed for adoption by Council.

4. ANALYSIS:

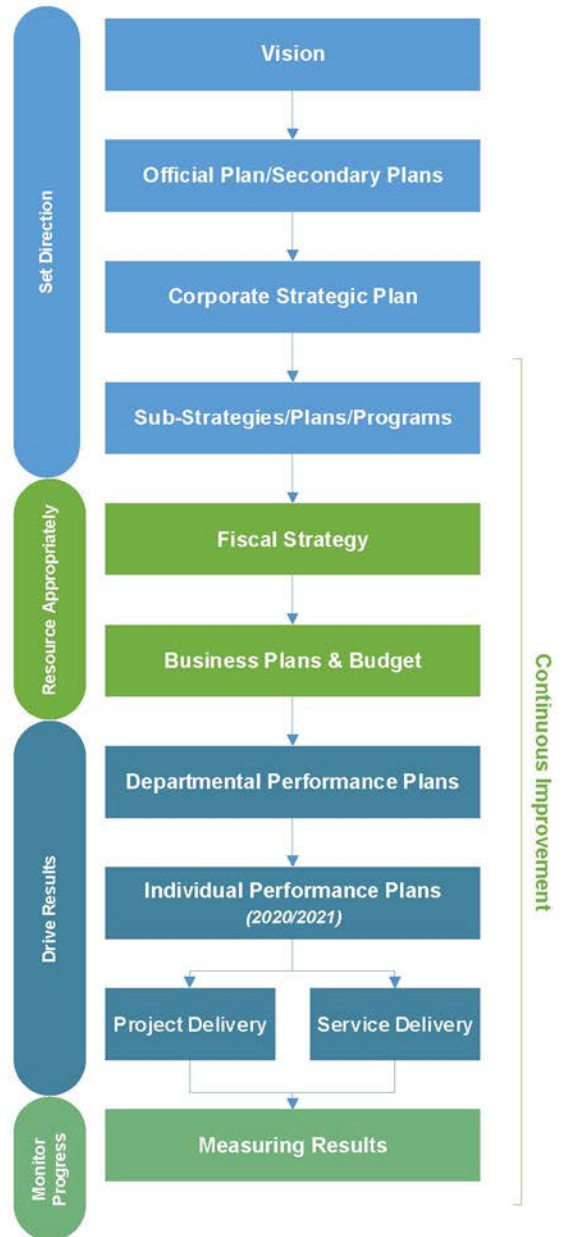
The Corporate Strategic Plan is a key direction setting component of the Service Excellence Framework at the Town (right). The framework highlights the relationship between the Town’s strategies, programs, business and performance plans, and budget. Alignment between elements within the Service Excellence Framework ensures that decisions and actions serve to achieve the agreed upon strategic direction and vision for the Town.

The Corporate Strategic Plan—combined with the Town’s Official Plans, sub-strategies, and fiscal strategy—drives the implementation of the Town’s vision of a “progressive and vibrant growing community” and the mission of “providing exceptional municipal services.” Corporate Strategic Plans typically align with the term of a Council and help to focus the allocation of resources and effort toward the Town’s vision.

Staff have made significant strides toward completion of the actions within the 2014 – 2018 Plan. As described in the table below, 53 of the 55 action items within the Plan have been completed or have seen forward progress over the last four years. This represents 96% of actions within the Plan.

The outstanding two items—“Develop an Innovative Housing Strategy to promote a range of housing choices including those geared to seniors” and “Implement a Business Continuity Plan”—have been reprioritized and are to be included in the 2019-2023 strategic plan.

Service Excellence Framework



The following table summarizes the status of each action item within the Plan, while Attachment 1 “2014-2018 Corporate Strategic Plan Highlights” includes a more detailed outline of work completed within each goal area.

Goal	Action	<h1 style="text-align: center;">2014-2018 Strategic Plan</h1> <div style="display: flex; justify-content: flex-end; align-items: center; gap: 10px;"> ✓ Complete or forward progress → Reprioritized </div>	Progress
Grow Our Economy	1.1	Update the Economic Development Strategy	✓
	1.2	Continue the focus on business retention and target new business development	✓
	1.3	Prepare an Investment Attraction Strategy for Keswick Business Park	✓
	1.4	Develop and diversify tourism opportunities	✓
	1.5	Support implementation of the Tourism Strategy by supporting the work of the Chamber and other partners	✓
	1.6	Leverage the economic impact of agriculture, food and agri-tourism	✓
	1.7	Continue to review and improve the development review and building permit approval process	✓
	1.8	Leverage the efforts of York Region to explore opportunities to improve broadband connectivity and expand York Telecom Network	✓
	1.9	Identify opportunities to improve connectivity to York Region by continuing to work with partners to support the 400/404 link	✓
	1.10	Identify opportunities to improve connectivity in York Region by supporting the implementation of the York Region Transportation Master Plan	✓
	1.11	Continue development of the Town Branding & Marketing Strategy	✓
	1.12	Continue to support the efforts of the Business Improvement Areas (BIAs)	✓
	1.13	Continue to implement the Community Improvement Plans	✓
Promote a High Quality of Life	2.1	Promote active healthy living through direct programming and community partnerships	✓
	2.2	Continue to explore opportunities for enhanced culture and recreation including those afforded by Georgina's unique geographic location and features	✓
	2.3	Continue to implement the recommendations of the Recreational Facility Needs Study	✓
	2.4	Continue to implement the recommendations of the Trails and Active Transportation Study	✓
	2.5	Develop a Multi-Use Recreational Complex (MURC) implementation plan	✓
	2.6	Improve waterfront park service levels	✓
	2.7	Continue implementation of the Municipal Cultural Plan	✓
	2.8	Celebrate, protect and recognize Georgina's natural environment	✓
	2.9	Continue to implement the Emerald Ash Borer Management Plan	✓
	2.10	Maximize collaboration with the development community to mitigate costs and impacts of development growth	✓
	2.11	Develop a Sustainability Plan	✓
	2.12	Improve emergency response and prevention by implementing the Fire Services Master Plan and advancing the Town's Emergency Management Plan	✓
	2.13	Advocate for improved age-in-place and health care services, including enhanced access to primary and specialty care physicians	✓
	2.14	Develop an Innovative Housing Strategy to promote a range of housing choices including those geared to seniors	→
	2.15	Complete the Library Master Plan	✓

Goal	Action	<h1 style="text-align: center;">2014-2018 Strategic Plan</h1> <div style="display: flex; justify-content: flex-end; align-items: center; gap: 20px;"> ✓ Complete or forward progress → Reprioritized </div>	Progress
Engage our Community & Build Partnerships	3.1	Continue to support the efforts of established Committees, both Advisory and Ad Hoc	✓
	3.2	Implement a Community Engagement Strategy	✓
	3.3	Formalize an External Communications Strategy	✓
	3.4	Develop a Media Relations Strategy	✓
	3.5	Develop a Social Media Strategy	✓
	3.6	Promote Website functionality/self-serve options	✓
	3.7	Continue collaboration and partnerships with community agencies, associations, not-for-profits, Authorities, etc.	✓
	3.8	Continue to leverage partnership opportunities in support of The Link business Plan	✓
	3.9	Complete the Ward Boundary Review	✓
Provide Exceptions Municipal Service	4.1	Continue to implement Customer Service Strategy	✓
	4.2	Complete the Civic Centre Strategic Accommodations Options Plan with a view to determining optimal functional design of Town Hall services and customer service opportunities	✓
	4.3	Implement Business Continuity Plan	→
	4.4	Evaluate Divisional core services with a view to defining and communicating municipal service standards	✓
	4.5	Implement the Long Term Financial Strategy	✓
	4.6	Continue to explore opportunities for grant funding and where possible to be "shovel ready"	✓
	4.7	Explore alternative service delivery options and opportunities, including public private partnerships	✓
	4.8	Continue to implement operational efficiencies afforded by the Enterprise Resource Planning software (<i>Mobile work stations</i>)	✓
	4.9	Conduct environmental scanning specific to Georgina to identify emerging issues, trends and opportunities and pursue recommended analysis and study.	✓
	4.10	Continue to explore and support partnerships/collaboration with other municipalities and other levels of government, specifically the N6	✓
	4.11	Continue to implement the Municipal Asset Management Plan and supporting assessments to ensure municipal infrastructure is being managed sustainably through inventory and condition assessments.	✓
	4.12	Continue to undertake reviews of Corporate Policies/By-laws	✓
	4.13	Ensure maintenance of Planning policy documents	✓
	4.14	Explore opportunities for enhanced records management	✓
	4.15	Continue the collaborative efforts for resolution of Lake Drive shoreline jurisdiction issues	✓
	4.16	Develop a Human Resources Management Strategy to effectively address staff retention and recruitment, staff training and excellence, information transfer and knowledge retention and succession planning	✓
	4.17	Continue implementation of the Performance Management and results-focused evaluation/measurement initiative.	✓
	4.18	Develop a formal Internal Communications Strategy to enhance inter-departmental communications and the advancement of whole team approach	✓

5. RELATIONSHIP TO CORPORATE STRATEGIC PLAN:

As this report relates to the Corporate Strategic Plan itself, details are highlighted within the analysis section of this report.

6. FINANCIAL AND BUDGETARY IMPACT:

There are no budgetary impacts as a result of the recommendations in this report.

7. PUBLIC CONSULTATION AND NOTICE REQUIREMENTS:

There are no public consultation or notice requirements associated with this report.

8. CONCLUSION:

Significant action has been taken to ensure the success of the Town's 2014-2018 Corporate Strategic Plan. 53 out of 55 actions have been completed or have seen forward progress over the last four years; two outstanding actions will be included in the 2019 – 2023 Corporate Strategic Plan.

The 2019-2023 Corporate Strategic Plan, which is now being developed for Council input and approval, will build on the success of 2014-2018 Plan. It will continue to strengthen the Town's position for economic growth, promote a high quality of life, foster community partnerships and ensure the quality and efficiency of Town services. The new 2019-2023 Corporate Strategic Plan will also include more formal measures for reporting progress and will be supported by enhanced project delivery practices.

Prepared and approved for submission by:

Rebecca Carvalho, CHRL
Lead, Corporate Strategy

Shawn Nastke, RPP, MCIP
Head, Corporate Service Delivery Excellence

David Reddon
Acting Chief Administrative Officer

Attachment 1: 2014 -2018 Corporate Strategic Plan Highlights

Strategic Goal	Status	Highlights
Grow Our Economy	<ul style="list-style-type: none"> 13 of 13 (100%) of actions complete or have seen forward progress 	<p>Retain and attract business</p> <ul style="list-style-type: none"> Developed Investment Attraction Strategy Introduced a Development Application Rebate Program and approved 3 applicants Introduced a bi-weekly economic development e-blast with approximately 1000 subscribers Improved service delivery <ul style="list-style-type: none"> Launched the 3rd Floor Service Hub (Planning and Development Engineering) Launched Phase 1 of the Business Class Program including the “Planner of the Day” system <p>Promote Town visibility and identity</p> <ul style="list-style-type: none"> Attended 40 GTA events to promote tourism and create an awareness of Georgina’s investment opportunities Actively participated on three community boards, and provided support to three BIAs Assisted with the Farmers’ Market launch Supported the development of the York Region Agricultural and Agri-Food Strategy, and the re-establishment of the York Region Farm Fresh Brand Promoted agri-tourism with the 1st Annual Field to Table Farm event, Milestone Awards to Celebrate local Farm Families, and a Food Production workshop for 50+ attendees Developed Logo and Graphic Guidelines Implemented Phase 2 of signage installations project Processed 84 grant applicants to support local festivals/events and programs Approved 22 Community Improvement Plan grant applications and leveraged close to \$500,000 of private investment in the Business Improvement Areas <p>Improve connectivity</p> <ul style="list-style-type: none"> Partnered with York Region on an application to the ‘Innovate to Connect’ grant program for enhanced connectivity in Georgina (results pending) Participated in a request to the province to have transportation link (400/404) added to new Growth Plan Worked closely with the Region on transportation related projects, including the Regional Transportation Master Plan

Attachment 1: 2014 -2018 Corporate Strategic Plan Highlights

Strategic Goal	Status	Highlights
<p>Promote a High Quality of Life</p>	<ul style="list-style-type: none"> 14 of 15 (93%) of actions complete or have seen forward progress 	<p>Support a healthy and accessible community</p> <ul style="list-style-type: none"> Coordinated the Healthy Kids Community Challenge Promoted active living through programming for all ages and abilities Provided additional programming specific to Georgina's features: beach swim lessons, summer camps, canoe/kayak programs, trails, snowboard and ski lessons, seasonal boat slips Installed accessible trails, beach access (MobiMat at De La Salle Waterfront) and completed washroom improvements (Canada 150 grant) Conducted periodic recreation surveys, and program feedback forms Participated on the Region's Local Municipalities Housing Working Group Completed the Library Services & Facility Master Plan (2016) <p>Facility management</p> <ul style="list-style-type: none"> Implemented building condition assessment related projects Developed and piloted asset prioritization processes Developing a 10-year facility capital budget Installed roof at Pefferlaw Ice Pad (Canada 150 grant) Retained project manager, and approved steering committee members for MURC <p>Celebrate Georgina's natural environment</p> <ul style="list-style-type: none"> Developed a Trails & Active Transportation Master Plan (2014) <ul style="list-style-type: none"> Hodgson's Trail in Sutton (2016) Lowndes/Tim Jacobs Trail (2017) Installed cycle route signage (2018) Continued implementation of the Emerald Ash Borer Management Plan <ul style="list-style-type: none"> Addressed approximately 25% of the Town's ash tree inventory Celebrated Clearwater Barn Raising (2018), and Georgina 200 (2018) <p>Support a safe community</p> <ul style="list-style-type: none"> Collaborated with N6 partners to issue RFP for two aerial trucks, standardize reports and develop the Town's Emergency Management Plan Coordinated station improvements: identified site for future station in south Keswick; contract award and construction underway for Station 1-8; completed Station 1-4 training room and EOC relocation Delivered the In Service Inspection Program, a revised Home Safe Home Inspection Program, and various Fire Prevention Week initiatives

Attachment 1: 2014 -2018 Corporate Strategic Plan Highlights

Strategic Goal	Status	Highlights
<p style="text-align: center;">Engage Our Community & Build Partnerships</p>	<ul style="list-style-type: none"> 9 of 9 (100%) of actions complete or have seen forward progress 	<p>Engaged and Informed Community</p> <ul style="list-style-type: none"> Completed a 2018 – 2020 Communications Plan (2018) which includes strategies for: External Communication, Community Engagement, Media Relations, Social Media, Council Support and Issues Management; and Internal Communication <p>Solid Partnerships</p> <ul style="list-style-type: none"> Community partnerships with groups including: Georgina Chamber of Commerce, Arts Centre and Gallery, Routes Connecting Communities, Georgina Trades Training Inc., Georgina Military Museum, Jericho Youth Services, and Character Community Continued support of The Link Business Plan through engagement with existing, future and prospective LINK occupants <p>Service Improvements</p> <ul style="list-style-type: none"> New ward boundaries approved by Council Significant improvements to website and e-services: online pet licensing; improved search functionality, introduced a pdf reader, changed to accordion drop-down format on pages to limit scrolling, improved online program registration, and introduced a bids & tenders portal Continued staff support of 13 committees, 3 boards, the 3 BIAs, the Livestock Valuers, and Fence Viewers

Attachment 1: 2014 -2018 Corporate Strategic Plan Highlights

<p>Provide Exceptional Municipal Services</p>	<ul style="list-style-type: none"> • 17 of 18 (94%) of actions complete or have seen forward progress 	<p>Exceptional service delivery</p> <ul style="list-style-type: none"> • Launched two customer service hubs and facilitated extensive staff training to provide a centralized center for access to Town services • Initiated a Service Delivery Review and have made improvements in 10 of 11 priority areas • Participated on the York Region Official Plan Municipal Comprehensive Review Working Group; initiated the procurement process for the Keswick Secondary Plan Review <p>Progressive organizational practices</p> <ul style="list-style-type: none"> • Developed the Town’s first 5 year Information Technology Strategic Plan • Explored alternative service delivery options through public and private partnerships. E.g. Fire equipment purchases, animal control services, agreements with LINK occupants, and exploring partnerships for recreation services • Implemented mobile work stations, electronic service requests (internal), and integrated GIS data with asset management tools • Completed records management gap analysis and road map for moving from paper to electronic records between 2019- 2021. Budget approval for records management staff (2019) • Completed the review of various bylaws, policies and procedures: New Procurement Policy (2018), P-Card Policy (2018), Corporate Policy Approval Process (2018), Planning Fees By-law (2018), Violence & Harassment Free Workplace Policy (2017), Respectful Workplace Policy & Procedures (2017), and Employee Code of Conduct Policy (2017) <p>Financial and Asset Management</p> <ul style="list-style-type: none"> • Implemented a long-term financial strategy including: Reserve Fund Strategy, Investment Strategy, Surplus/Deficit Policy, Capital Carry Forward Policy and a Debt Management Policy • Benefited from grant funding for the Burke, Garrette/West Street project (\$3M), and rebate program for Street Light Conversion Program (\$376K; one of the largest in Ontario) • Developed the Georgina Comprehensive Storm Water Management Master Plan (2017) • Conducted a Roads Needs Study, and a Water/Waste Water Financial Plan • Retained project manager, and approved steering committee for Civic Centre <p>Engaged and Collaborative leadership</p> <ul style="list-style-type: none"> • Coordinated leadership training programs for 54 staff • Continued partnerships with York Region on planning related initiatives, York InfoGIS, York Telecomm Network, N6 Fire & Emergency Service Providers, N6 building officials and HR leaders, and York Region for training, purchasing, and collaboration
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