

THE CORPORATION OF THE TOWN OF GEORGINA

REPORT CAO-2016-0017

**FOR THE CONSIDERATION OF
COUNCIL**

AUGUST 10, 2016

SUBJECT: ADOPTION OF THE 2014-2018 CORPORATE STRATEGIC PLAN

1 RECOMMENDATIONS:

- 1. That Council receive Report CAO-2016-0017, prepared by the Office of the CAO dated August 10, 2016 respecting the Adoption of the 2014-2018 Corporate Strategic Plan.**
- 2. That the 2014-2018 Corporate Strategic Plan be adopted.**
- 3. That staff work towards the deliverables established, and that where possible associated metrics be established.**
- 4. That an annual report card commence with the 2016 year.**
- 5. That the current staff report template be amended to include a category speaking to alignment with the established Strategic Goals.**
- 6. That presentation of future budget proposals align with the Strategic Goals.**

2. PURPOSE

To present the Corporate Strategic Plan for adoption.

3. BACKGROUND

In late 2015/early 2016, Dave Cash was retained by the Town to undertake an Economic Develop Check Up. Mr. Cash recommended that prior to moving forward with individual department or division strategic priorities, overarching corporate strategic priorities should be established for the term of Council.

On January 13, 2016 a Special Council meeting was held at which Council and senior staff met to identify corporate strategic priorities for this term of Council.

On February 22, 2016 at a second special session, members of Council and the Directors met to refine the initial draft document.

On March 7, 2016 the CAO issued to Council and the Directors, a revised document, as per the February 22nd discussion.

On July 13, 2016 the draft Strategic Plan was presented to Council. The Vision, Mission, Values and Strategic Goals were at that time assumed complete. Staff were directed to report back in August with any final additions/deletions/amendments with respect to the Objectives and Actions.

Attachment 1 is the final document presented for Council's consideration. While the document is presented as final, it is understood that it is a living document.

4. **ANALYSIS**

During the January 13, 2016 facilitated session a brainstorming exercise was undertaken to identify desired Strategic Actions for the balance of the term of Council. This exercise allowed the consultant to group like Actions and create the four recommended Strategic Goals.

Up to July 13, 2016 the revisions to the document focused primarily on the Vision, Mission, Values and Goals. Fine-tuning the Actions was recently undertaken by staff. Staff are confident that the resulting document is fulsome and identifies the Actions that should be included for the balance of the Council term.

It should be noted that the former versions of the document included "Objectives" under each Strategy Goal. The identification of the Objectives was something that was undertaken by the consultant. The group did not have discussion specific to the Objectives.

The final version of the document sees the "Objectives" being changed to "Outcomes". Staff felt that establishing Objectives and Actions that are not more deliberately tied to each other created confusion. "Outcomes" better represents the category.

5. **FINANCIAL AND BUDGETARY IMPACT**

Allocating resources to implement the Actions identified in the Strategic Plan will be deliberated by Council during annual budget discussions.

6. **PUBLIC NOTICE REQUIRMENTS**

The creation of Community Strategic Plans typically involve extensive stakeholder engagement. The creation of a Corporate Strategic Plan on the other hand is typically

an in-house exercise. Both special meetings were advertised and members of the public were welcomed at the sessions. The draft document was included in the July 13, 2016 agenda. The final document is included in the August 10, 2016 agenda. In conjunction with the posting of the August 10, 2016 agenda the draft Corporate Strategic Plan was posted to the Town's website and communicated via social media.

7. **CONCLUSION**

Council and staff have developed a fulsome Corporate Strategic Plan. Adoption of the document will provide strategic direction for all facets of the organization.

Prepared by:



Winanne Grant, B.A., AMCT, CEMC
Chief Administrative Officer

Attachment 1 – Final Draft Corporate Strategic Plan

2016

Final Draft:
Aug 10, 2016

TOWN OF GEORGINA - CORPORATE STRATEGIC PLAN

Message from the Mayor & Council

The Town of Georgina is a vibrant and progressive community. We honour our past, our environmental and cultural heritage as we look to the future. We are forward thinking and strategic and as we consider the next three years, we are aligned in our commitment to ensure that the services we offer are more efficient, more effective and add more value for service.

This Corporate Strategic Plan identifies the specific strategies that Council and Administration will deliver on together over this term of Council. It reflects Council's collective commitment to action. We will focus on taking our service to the next level while we remain committed to retaining the unique character of our municipality. We will be poised to capitalize on the opportunities that come our way and we will be united in our efforts to grow our employment base, protect our natural environment, ensure that our communities are healthy and safe and work collaboratively with our community partners.

In the pages that follow, you will see that there are many initiatives that are in various stages of completion. As Council and Staff embarked on the articulation of corporate strategic priorities, we recognized that the exercise validated the extensive number of initiatives that are currently underway. Not only was this validation eye-opening but it speaks to the fact that the organization is well on its way to achieving a number of milestone deliverables.

We will, over the next three years, focus our efforts on implementation. We will work to build economic advantage, ensure our communities remain healthy, safe and sustainable and that our efforts focus on supporting the high quality of life that we enjoy in Georgina. For you – our taxpayers – it means that you will witness progress in a number of areas. Council and Staff will be working hard on your behalf to:

- Grow our economy (sustainable economic growth and employment)
- Promote a high quality of life (healthy, safe, sustainable communities)
- Engage our community and build partnerships (communication, engagement, collaboration and partnerships)
- Provide exceptional municipal services (organizational and operational excellence)

Importantly, we will take steps to monitor and share the results of our efforts so that you can follow our progress. We will, on an annual basis, report to our constituents, the results of our collective action and we will demonstrate the progress that we are making in realizing these key priorities. In sharing these corporate priorities with you, we look to you for ongoing guidance and advice about those issues and initiatives that are top-of-mind for you. We invite you to share your thoughts with us and we look forward to working with you to ensure that Georgina's potential is realized.

Vision, Mission & Values

VISION

Georgina: A progressive and vibrant growing community, balanced with lakeside and rural character.

MISSION

Georgina. Dedicated to providing exceptional municipal services.

VALUES

In Georgina, we are driven equally by:

- Integrity
- Accountability
- Responsibility
- Responsiveness
- Professionalism; and
- Respect

Strengthening Our Community...

Strategic Goals:

Strategic Goals identify key areas of focus for the Strategic Plan and provide the basis for the framework for the strategic priorities/actions that will be undertaken. Four key strategic goal areas emerged as follows:



Strategic Priorities:

GOAL 1: “Grow Our Economy” – SUSTAINABLE ECONOMIC GROWTH & EMPLOYMENT

Outcomes:

- ✓ **Retain existing business.**
- ✓ **Attract new business.**
- ✓ **Increase local employment.**
- ✓ **Promote Town visibility and identity.**

GOAL 1: GROW OUR ECONOMY			
		Status	LEAD DEPT/ DIVISION
ACTION	1.1 Update the Economic Development Strategy	Complete	EcD
ACTION	1.2 Continue the focus on business retention and target new business development	Ongoing	EcD
ACTION	1.3 Prepare an Investment Attraction Strategy for the Keswick Business Park	Pending	EcD
ACTION	1.4 Develop and diversify tourism opportunities	Pending	EcD
ACTION	1.5 Support implementation of the Tourism Strategy by supporting the work of the Chamber and other partners.	Ongoing	EcD
ACTION	1.6 Leverage the economic impact of agriculture, food and agri-tourism	Ongoing	EcD

GOAL 1: GROW OUR ECONOMY			
		Status	LEAD DEPT/ DIVISION
ACTION	1.7 Continue to review and improve the development review and building permit approval process	Ongoing	DS
ACTION	1.8 Leverage the efforts of York Region to explore opportunities to improve broadband connectivity and expand the York Telecom Network	Ongoing	All
ACTION	1.9 Identify opportunities to improve connectivity in York Region by continuing to work with partners to support the 400/404 link.	Ongoing	All
ACTION	1.10 Identify opportunities to improve connectivity in York Region by supporting the implementation of the York Region Transportation Master Plan	Ongoing	All
ACTION	1.11 Continue development of the Town Branding & Marketing Strategy	Ongoing	Edd/Comm
ACTION	1.12 Continue to support the efforts of the Business Improvement Areas (BIA's)	Ongoing	EcD
ACTION	1.13 Continue to implement the Community Improvement Plans	Ongoing	EcD

GOAL 2: “Promote a High Quality of Life” – HEALTHY, SAFE, SUSTAINABLE COMMUNITIES

Outcomes:

- ✓ **Promote responsible growth**
- ✓ **Protect the natural environment**
- ✓ **Support a high quality of life**
- ✓ **A vibrant, healthy, safe and accessible community**
- ✓ **Increased range of housing choices and promotion of housing affordability**

GOAL 2: PROMOTE A HIGH QUALITY OF LIFE			
		STATUS	LEAD DIVISION
ACTION	2.1 Promote active healthy living through direct programming and community partnerships	Ongoing	Rec/Cult
ACTION	2.2 Continue to explore opportunities for enhanced culture and recreation including those afforded by Georgina’s unique geographic location and features	Ongoing	Rec/Cult
ACTION	2.3 Continue to implement the recommendations of the Recreational Facility Needs Study	Ongoing	Rec/Cult/P&F
ACTION	2.4 Continue to implement the recommendations of the Trails and Active Transportation Study	Ongoing	Rec/Cult/P&F/Plan
ACTION	2.5 Develop a Multi-Use Recreational Complex (MURC) implementation plan	In progress	All
ACTION	2.6 Improve waterfront park service levels	In progress	P&F

ACTION	2.7 Continue implementation of the Municipal Cultural Plan	Ongoing	Cult
ACTION	2.8 Celebrate, protect and recognize Georgina's natural environment	Ongoing	All
ACTION	2.9 Continue to implement the Emerald Ash Borer Management Plan	Ongoing	P&F
	2.10 Maximize collaboration with the development community to mitigate costs and impacts of development growth.		
ACTION	2.11 Develop a Sustainability Plan	Pending	All
ACTION	2.12 Improve emergency response and prevention by implementing the Fire Services Master Plan and advancing the Town's Emergency Management Plan	In progress	FES
ACTION	2.13 Advocate for improved age-in-place and health care services, including enhanced access to primary and specialty care physicians	Ongoing	All
ACTION	2.14 Develop an Innovative Housing Strategy to promote a range of housing choices including those geared to seniors	Pending	Planning
ACTION	2.15 Complete the Library Master Plan	In progress	Lib

GOAL 3: “Engage Our Community & Build Partnerships” - COMMUNICATION ENGAGEMENT, COLLABORATION & PARTNERSHIPS

Outcomes:

- ✓ **Engaged community**
- ✓ **Informed community**
- ✓ **Solid partnerships**

GOAL 3: ENGAGE OUR COMMUNITY & BUILD PARTNERSHIPS			
		STATUS	LEAD DIVISION
ACTION	3.1 Continue to support the efforts of established Committees, both Advisory and Ad Hoc	Ongoing	Council
ACTION	3.2 Implement a Community Engagement Strategy	Pending	Comm
ACTION	3.3 Formalize an External Communications Strategy	Pending	Comm
ACTION	3.4 Develop a Media Relations Strategy	Pending	Comm
ACTION	3.5 Develop a Social Media Strategy	Pending	Comm
ACTION	3.6 Promote Website functionality/self help options	Ongoing	All
ACTION	3.7 Continue collaboration and partnerships with community agencies, associations, not-for-profits, Authorities etc.	Ongoing	All

ACTION	3.8 Continue to leverage partnership opportunities in support of The LINK business plan	Ongoing	Cult
ACTION	3.9 Complete the Ward Boundary Review	In progress	Clerks

GOAL 4: “Provide Exceptional Municipal Service” - ORGANIZATIONAL & OPERATIONAL EXCELLENCE

Outcomes:

- ✓ **Open, accountable and responsive government**
- ✓ **Proactive financial and municipal asset management**
- ✓ **Progressive organizational practices**
- ✓ **Engaged and collaborative leadership**
- ✓ **Exceptional service delivery**
- ✓ **Staff development/excellence**

GOAL 4: PROVIDE EXCEPTIONAL MUNICIPAL SERVICE			
		STATUS	LEAD DIVISION
ACTION	4.1 Continue to implement the Customer Service Strategy	Ongoing	CAO
	4.2 Complete the Civic Centre Strategic Accommodation Options Plan with a view to determining optimal functional design of Town Hall services and customer service opportunities	In progress	CAO
	4.3 Implement a Business Continuity Plan	Pending	CAO
ACTION	4.4 Evaluate Divisional core services with a view to defining and communicating municipal service standards.	All	All
ACTION	4.5 Implement the Long Term Financial Strategy	In progress	Fin

GOAL 4: PROVIDE EXCEPTIONAL MUNICIPAL SERVICE			
		STATUS	LEAD DIVISION
ACTION	4.6 Continue to explore opportunities for grant funding and where possible to be "shovel ready"	Ongoing	All
ACTION	4.7 Explore alternative service delivery options and opportunities, including public private partnerships	Ongoing	All
ACTION	4.8 Continue to implement operational efficiencies afforded by the Enterprise Resource Planning software <i>-Mobile work stations</i>	Ongoing	All
ACTION	4.9 Conduct environmental scanning specific to Georgina to identify emerging issues, trends and opportunities and pursue recommended analysis and study.	Ongoing	All
ACTION	4.10 Continue to explore and support partnerships/collaboration with other municipalities and other levels of government, specifically the N6	Ongoing	All
ACTION	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.	Ongoing	O&E
ACTION	4.12 Continue to undertake reviews of Corporate Policies/By-laws	Ongoing	All
ACTION	4.13 Ensure maintenance of Planning policy documents	Ongoing	Plan
ACTION	4.14 Explore opportunities for enhanced records management.	Ongoing	Clerks

GOAL 4: PROVIDE EXCEPTIONAL MUNICIPAL SERVICE			
		STATUS	LEAD DIVISION
ACTION	4.15 Continue the collaborative efforts for resolution of Lake Drive shoreline jurisdiction issues	In Progress	All
ACTION	4.16 Develop a Human Resource Management Strategy to effectively address staff retention and recruitment, staff training and excellence, information transfer and knowledge retention and succession planning	In Progress	HR
ACTION	4.17 Continue implementation of the Performance Management and results-focused evaluation/measurement initiative.	In progress	HR
ACTION	4.18 Develop a formal Internal Communications Strategy to enhance inter-departmental communications and the advancement of a whole team approach.	Pending	Comm

Supporting Plans and Strategies:

CAO/Corporate

Asset Management Plan

Strategic Plan

Customer Service Strategy

Human Resources

Comprehensive Health and Safety Program

Human Resource Strategy

Communications

Communications Plan

Signage Strategy

Finance

Development Charges Background Study

Long Term Financial Strategy

ITS

ITS Strategic Plan

Engineering

Engineering Design Criteria

Engineering Services Review

Operations

Water/Wastewater Operational Plan

Water/Wastewater Financial Plans

Road Network Inspection/Pavement Management System

Roads Facility Needs Assessment

Parks and Facilities

Emerald Ash Borer Management Plan

ROC Business Plan

Tree Compensation Policy

Fire and Emergency Services

Hazard Identification and Risk Assessment

Fire Master Plan

Emergency Plan

Planning

Official Plan

Keswick Business Park Secondary Plan

Sutton/Jackson's Point Secondary Plan

Keswick Secondary Plan

Pefferlaw Secondary Plan

Economic Development

Economic Development Strategy

Community Improvement Plans (3)

Signage Strategy

Recreation

Recreation Facility Needs Study

Trails and Active Transportation Master Plan

Culture

Accessibility Plan

Cultural Plan

The LINK Business Plan

Library

Master Plan