

**THE CORPORATION OF THE TOWN OF GEORGINA**

**REPORT NO. CAO-2019-0025**

**FOR THE CONSIDERATION OF  
COUNCIL  
May 29, 2019**

**SUBJECT: PROPOSED 2019-2023 CORPORATE STRATEGIC PLAN**

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**1. RECOMMENDATION:**

- 1. That Council receive Report No. CAO-2019-0025 prepared by the Office of the CAO dated May 29, 2019 respecting the proposed 2019-2023 Corporate Strategic Plan.**
- 2. That Council endorse Attachment 1 to Report No. CAO-2019-0025 as the Town's 2019-2023 Corporate Strategic Plan.**
- 3. That staff report to Council in Q4 2019 with a recommended set of measures and indicators for the 2019-2023 Corporate Strategic Plan.**

**2. PURPOSE:**

The purpose of this report is to provide an overview of the proposed 2019-2023 Corporate Strategic Plan ('strategic plan').

**3. BACKGROUND:**

The strategic plan outlines the collective focus of Council for its term of office. Combined with the Town's Official Plan, and sub-strategies, it functions as a critical and overarching document that guides decisions, priorities and activities at the Town. There are six parts to the Town's strategic plan:



**The proposed plan is a refresh of the 2014-2018 strategic plan**

The 2014-2018 term of Council adopted the Town's first strategic plan in 2016. At the start of the new term of Council in Q4 2018, the Office of the CAO initiated the drafting of a 2019-2023 plan. The approach was to refresh the plan, on the basis that it was only two years old. Both Council and senior management were consulted during the preparation of the plan through one-on-one and team meetings, email updates, and a workshop.

#### **4. ANALYSIS:**

##### **Updated vision and mission emphasize the unique location and character of Georgina, service, community engagement, and a thriving economy**

The vision statement describes what we want our community to look like in the future. It answers the question – what do we want to be? The mission statement is an action-oriented formulation of the Town’s purpose. It answers the question – what are we here to do and why?

Based on the consultation process, the following statements are being proposed as the Town’s vision and mission:

- Vision** To be a progressive and vibrant growing community on the south shore of Lake Simcoe, with a balance of urban and rural character.
- Mission** To promote a high quality of life for our residents through exceptional municipal service, community engagement and a framework which supports a thriving economy.

It was suggested that these statements more closely align with the strategic plan’s priorities and objectives, and that they reflect Georgina’s unique and fortunate location on the shore of Lake Simcoe. Some participants discussed the need for a slogan or tag line specific to Georgina. Staff suggest that this be explored as part of the branding initiative – a key action in the proposed strategic plan.

##### **The four priorities from the previous plan remain the focus for this term of Council: Grow our economy, promote a high quality of life, engage our community and build partnerships, and deliver exceptional service**

Priorities are the areas of focus that that the Town commits resources to over the term of the strategic plan in order move closer to achieving its vision.

There was general consensus through the consultation process that the four existing priorities should continue as the core priorities for the community.

##### **Objectives identify the Town’s focus within each priority area**

Objectives further define each of the priorities within the strategic plan. They answer the question – what specifically, are we trying to accomplish in this priority area?

Staff have streamlined the list of objectives from the previous plan. The streamlined objectives are included in Attachment 1.

**The strategic plan is a results focused document that includes 39 specific actions**

Actions within a strategic plan are the specific steps that the Town takes within each priority area to achieve its objectives.

The strategic plan includes 39 actions that will be completed over the next four years. The updated list of actions incorporates the feedback received through the consultation process. Actions will be prioritized through the annual departmental business planning process.

**The April 3 workshop generated numerous ideas across the four priority areas**

At the April 3 workshop, Council and senior management spent time specifically discussing items within each priority area that came up as particularly important through the one-on-one consultation process:

<b>Priority Area</b>	<b>Specific topic discussed on April 3</b>
Grow our economy	Investment readiness
Promote a high quality of life	Waterfront
Engage our community and build partnerships	Public engagement
Provide exceptional service	Customer service

Council and senior management provided 78 specific ideas directly linked to these topics. Some ideas will directly inform proposed actions within the strategic plan including the development of both a Customer Service and Waterfront Strategy. Other ideas will be prioritized through the annual departmental business planning process.

**Various initiatives identified through the consultation process are already underway**

Wherever possible, staff incorporated ideas from the consultation process into 2019 work plans. This year, based on feedback, staff are committed to:

- Hosting a community open house at the Civic Centre on June 6
- Establishing customer service standards
- Making phone system enhancements to increase live operator answering capacity
- Making website enhancements improve the quality of content, and make it easier to find information
- Establishing an annual community engagement plan

**A set of measures and indicators are being developed to track progress of the strategic plan**

There was consensus through the consultation process that the Town needs to place greater emphasis on measuring and reporting progress within the strategic plan.

Staff are considering the Results-Based Accountability (RBA) method in developing measures for the Town. The RBA method is a common measurement tool for municipalities that helps identify not only the success of Town initiatives, but also, of their respective impact on the community.

Staff will bring forward a list of proposed measures and indicators for Council's consideration later this year.

**5. RELATIONSHIP TO STRATEGIC PLAN:**

As this report relates to the strategic plan itself, details are highlighted within the analysis section of this report.

**6. FINANCIAL AND BUDGETARY IMPACT:**

Any request for resources related to actions with the plan will be brought forward for Council consideration through the annual budget process.

**7. PUBLIC CONSULTATION AND NOTICE REQUIREMENTS:**

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

Upon approval of the plan's content, staff will move forward with a communication plan to foster awareness of the new strategic plan within the community.

**8. CONCLUSION:**

The 2019-2023 strategic plan is intended to continue the momentum of the 2014-2018 strategic plan. It continues the Town's focus on economic growth, quality of life, engagement and partnerships, and exceptional service.

The proposed plan is an action-oriented plan, and the introduction of measures and indicators this year will help the Town track its progress over the term of the strategy. Following Council approval, staff will actively work to foster awareness of the plan within the community.

Prepared and approved for submission by:

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Attachment 1: 2019-2023 Corporate Strategic Plan (Draft)

# STRATEGIC PLAN

## 2019-2023

- VISION** To be a progressive and vibrant growing community on the south shore of Lake Simcoe, with a balance of urban and rural character.
- MISSION** To promote a high quality of life for our residents through exceptional municipal service, community engagement and a framework which supports a thriving economy.

## GROW

our economy



**Objective: Increase employment and investment in our business community**

- Refresh the Economic Development Strategy & Action Plan
- Refresh the Investment Attraction Strategy



**Objective: Improve broadband and transportation connectivity**

- Develop a Broadband Strategy
- Explore strategies to extend Hwy 404 north into Keswick Business Park
- Advocate for the 400/404 link



**Objective: Promote Town identity**

- Create a plan to strengthen Georgina's brand

## PROMOTE

a high quality of life



**Objective: Build a healthy, safe and accessible community**

- Develop a Waterfront Strategy
- Update the Recreation and Cultural Services Master Plan
- Refresh the Trails and Active Transportation Study
- Design and construct a Multi-use Recreational Complex (MURC)
- Refresh the Municipal Cultural Plan
- Implement the Library Master Plan
- Advocate for improved age-in-place and health care services
- Implement the Fire Services Protection Master Plan
- Refresh the Emergency Preparedness Plan



**Objective: Promote responsible growth**

- Develop an Innovative Housing Strategy
- Update secondary plans for Keswick, Pefferlaw and Sutton/Jackson's Point and undertake a conformity review of the Official Plan
- Update the zoning by-law
- Develop a Sustainability Plan

# ENGAGE & BUILD

our community partnerships



**Objective: Establish and strengthen partnerships**

- Develop a Corporate Sponsorship Program
- Continue collaboration with other municipalities and levels of government
- Continue collaboration with community agencies, the Chippewas of Georgina Island, associations, not-for-profits, authorities, etc.



**Objective: Engage our community**

- Prepare an annual community engagement plan
- Update the 2018 – 2020 Communications Plan

# DELIVER

exceptional service



**Objective: Ensure exceptional service delivery**

- Create a Customer Service Strategy
- Launch a Continuous Improvement Program
- Implement the recommendations of the Development and Building Process Review
- Establish a Business Continuity Plan
- Implement the IT Strategic Plan
- Implement the Records Management Review findings



**Objective: Proactively manage our finances and assets**

- Implement key financial strategies
- Update the development charges by-law
- Update the Long Range Financial Plan
- Update the Municipal Asset Management Plan
- Design and construct a new Civic Centre
- Conduct a Surplus Vacant Land Study
- Conduct an Invest/divest Facilities Review
- Continue collaborative efforts to address jurisdiction along Lake Drive



**Objective: Support staff development and excellence**

- Refresh the Human Resources Strategy