



CAO Report No. 16-2019

**GOVERNANCE & PROTECTIVE SERVICES COMMITTEE
April 8th, 2019**

2nd DRAFT – CORPORATE STRATEGIC PLAN (2019 – 2022)

RECOMMENDATION

The Chief Administrative Officer recommends:

- 1. THAT CAO Report No. 08-2019 be received;**
- 2. AND THAT a new action item be incorporated into the Corporate Strategic Plan to recognize the 2024 Bicentennial of Ayr as follows:**

Add as a new Goal to the Pillars to Success – Key Strategies Recreation & Leisure:

Goal 5 Ayr Bicentennial Event – 2024

Objective

- a) Planning and preparation for events to recognize the 200th anniversary of Ayr which will occur in 2024.**
 - b) Develop and recommend to Council legacy project(s) to recognize and memorialize the bicentennial anniversary of Ayr**
- 3. AND THAT a revised draft Corporate Strategic Plan be prepared arising from the discussions at the April 8th Council Committee of the Whole Meeting all of which is to be presented to Regular Council for adoption and approval at the April 23rd, 2019 meeting.**

1. PURPOSE

The purpose of this Report is to present for Council's consideration the 2nd Draft of the Corporate Strategic Plan for the 2019 – 2022 time period.

2. BACKGROUND

2.1 Context

On Saturday February 2nd, 2019 Council convened a Training / Education Workshop that focussed on the development of a new Corporate Strategic Plan for the 2019 – 2022 time period. As part of the Workshop Council received CAO Report No. 04-2019 and the associated presentation. A Strength, Weakness, Opportunities & Threats (SWOT) analysis was undertaken by Council as part of the initial workshop.

At the March 4th Council Orientation / Training Session – Strategic Plan Session, Council received CAO Report No. 08-2019 and the 1st Draft of the Strategic Plan (2019-2022). Arising from the discussion, Council resolved:

- “1. THAT CAO Report No. 08-2019 be received;*
- 2. AND THAT a revised draft Corporate Strategic Plan be prepared arising from the discussions at the March 4th Meeting all of which is to be presented to Council Committee of the Whole at the April 8th, 2019 session.”*

2.2 What is a Corporate Strategic Plan

The Corporate Strategic Plan represents essentially a blueprint or masterplan of what the Township expects to achieve when delivering services, and, the “go forward” objectives of what will be done to strengthen the Corporation to better serve the interests of Municipality’s residents and businesses. The Corporate Strategic Plan through its priority setting objectives will assist by informing Department Business Plans, the annual Operating & Capital Budgets and 10 Year Capital Forecast, and, other municipal planning documents.

The Corporate Strategic Plan, once adopted by Council, establishes the:

- i) Vision and mission statements of the Corporation;
- ii) Goals and objectives to be implemented across the Corporation which focusses resources and aligns Township Departments with Council’s key messages;
- iii) Establishment of Council’s priorities in terms of projects or deliverables to be attained within the 2019 – 2022 time period

3. OPTIONS AND ANALYSIS

The 2nd draft of the Corporate Strategic Plan is being circulated to Council for review, discussion and revisions. The attached document represents the comments received from Council arising from the 2nd workshop convened on March 4th, 2019.

The 2nd Draft of the Corporate Strategic Plan is included as Attachment No. 2 to this Report.

The objective of this Staff Report is for Council Committee of the Whole to review the 2nd Draft and identify any matters requiring clarification, edits, omissions and/or revisions. Council will assess the information to ensure that it aligns with the expectations derived from the earlier discussion points raised during the February 2nd and March 4th, 2019 workshops. The premise is that if Council Committee of the Whole is comfortable with the content and direction of the draft document, that a Recommendation would be considered for its approval at the April 23rd, 2019 Regular Council Meeting.

An item not discussed at either the February 2nd or the March 4th, 2019 workshop sessions that Council may wish to consider for incorporation into the 2019 – 2022 Strategic Plan is the planning and preparation of events associated with the 200th anniversary of Ayr. The bicentennial for Ayr is in 2024. If Council plans on hosting or facilitating an extensive range of activities to recognize this anniversary, planning and the preparation of events will require the appropriate lead time which would occur during this term of Council.

Staff would recommend that a new action item be included in the Corporate Strategic Plan 2019 – 2022 to recognize the 2024 bicentennial event as follows:

Add as a new Goal to the Pillars to Success – Key Strategies Recreation & Leisure as follows:

Goal 5 Ayr Bicentennial Event – 2024

Objective

- a) Planning and preparation for events to recognize the 200th anniversary of Ayr which will occur in 2024.
- b) Develop and recommend to Council legacy project(s) to recognize and memorialize the bicentennial anniversary of Ayr

In terms of Next Steps, it is assumed that as a conclusion emerging from the April 8th Council Committee of the Whole Meeting that Council will have worked their way through the 2nd Draft and undertaken any required edits / revisions. On this basis, a 3rd Draft of the Corporate Strategic Plan (incorporating any amendments or revisions) would be presented for the approval of Regular Council as part of the April 23rd, 2019 Meeting.

Alternatively, if the Committee has fundamental concerns with the *draft* Strategic Plan, it would either be returned to the next Committee meeting on May 13th with revisions, or, an additional workshop date could be added to the Council Schedule to dedicate further time to deal with this matter.

Once the Corporate Strategic Plan (2019 – 2022) is approved by Council, the Chief Administrative Officer will redirect attention to the creation of the 'Implementation Strategy' for Council's consideration. This document will cross reference each of the action items identified in the Corporate Strategic Plan and then list the Project Lead and the partners in the delivery of the final product along with a timetable for initiation / completion. The Implementation Strategy will also list the reporting mechanisms and metrics to measure the success of completing projects as outlined in the Plan.

4. FINANCIAL IMPLICATIONS

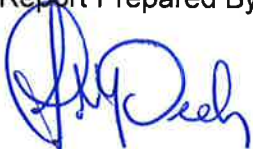
The consideration of this Report does not impact upon the 2019 Budget.

5. ATTACHMENTS

1. 2nd Draft – Corporate Strategic Plan 2019 – 2022 (dated April 8/19)

For further information on the contents of this Report, please contact Andrew McNeely, Chief Administrative Officer, at 519-632-8800 ext. 121 or via email at amcneely@northdumfries.ca

Report Prepared By & Respectfully Submitted,



Andrew McNeely,
Chief Administrative Officer