



**Date:** Wednesday, March 13, 2024

**From:** Niall Loble, CAO

**Subject:** 2024 Strategic Planning Process

**Report** CAO2024-002

This document and its attachments are public and available in an accessible format upon request.

## **Recommendation**

That Council receive report CAO2024-002 - 2024 Strategic Planning Process for information.

## **Background**

Many municipalities adopt a Strategic Plan to identify, at a strategic level, the broad themes or activities that the municipality will focus on. Strategic Plans help guide Council and staff in ensuring the municipality meets the need of community, shaped by Council direction. They provide the framework for staff to identify work, and to help shape and inform budgets. These plans usually run for a number of years recognizing that elements of the Strategic Plan are longer term, requiring multiple phases of work, or projects over a number of years to achieve the outcome articulated within the plan. Strategic plans tend to be outcome driven rather than output driven.

As well as shaping the direction of a municipalities work and actions, Strategic Plans have a critical role in providing accountability to community; by sharing objectives, continually reporting on these, and providing feedback on progress, a Strategic Plan becomes a key communication tool to help community understand why a municipality does what it does.

The Township of Georgian Bluffs last approved a Strategic Plan in 2019 for the period 2019 to 2023. During Budget 2024, Council identified and prioritized developing a refreshed strategic plan for the Township.

## **Analysis**

Strategic Planning is common in municipalities with many municipalities developing multi-year approaches to prioritising projects, seeking funding and developing budgets.



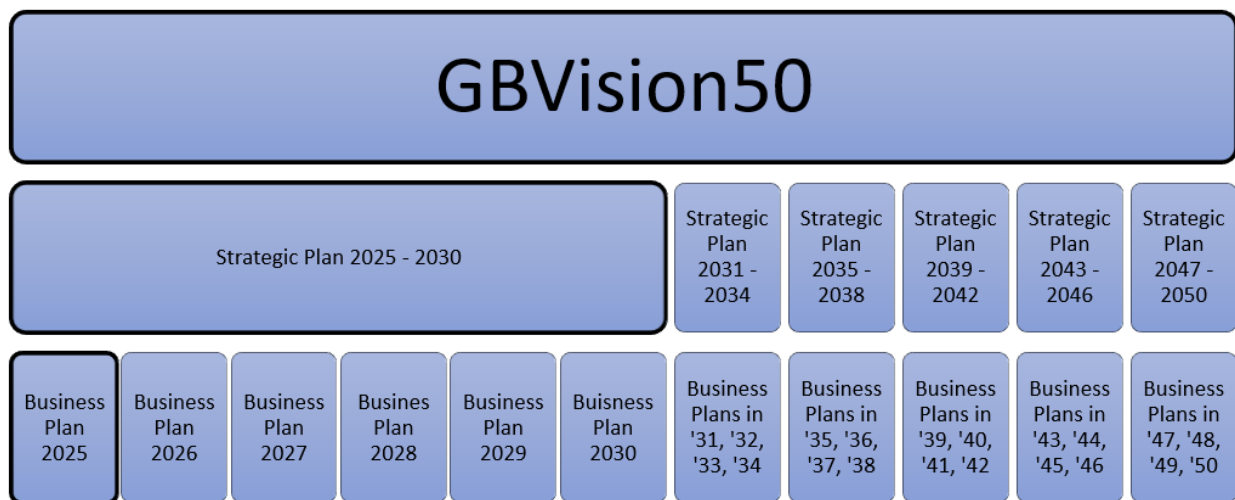
These allow staff to understand Council priorities and ensure that work being completed is aligned toward delivering on them. Strategic Plans need to be adaptive and flexible yet provide a consistent basis against which Council and staff can prioritise actions and activities. As such, the actions in strategic plans tend to be general and thematic in nature, rather than specific and definitive in approach. They provide a guiding roadmap for Council and staff to follow.

Frequently, municipal Strategic Plans are linked to terms of Council. The Townships last plan was for the period 2019 to 2023, which overlapped two terms of Council.

Staff are proposing that a Strategic Planning process be engaged in 2024 to establish both long term goals and a shorter-term plan for delivering on those goals.

Staff are proposing that during 2024 the following work be completed:

- **Vision50** – a longer term view that seeks to define what the Township should be in 2050. This will allow Council and community to shape a long term perspective of the sort of Township and community we would like to be in 30 years time; successive terms of Council and Strategic Plans would be developed, each contributing toward achieving this vision.
- **2025 – 2030 Strategic Plan** – staff are proposing a 5-year plan be developed which will, similar to the last plan, overlap terms of Council. This would see this Strategic Plan end in an election year, allowing a new Council in 2031 to develop their new plan, which staff anticipate will then return to a four year plan (2031 – 2035), aligned with Council cycles.
- **2025 Business Plan** – each year, the budget cycle will articulate a Business Plan for the coming year, which shapes and informs budget and clearly links budget priorities to the Strategic Plan.





| Election Year | Vision Years        | Strategic Planning Year                   | First Business Plan/Budget cycle |
|---------------|---------------------|---|----------------------------------|
| October 2026  | Vision50            | Plan already in place                     | Spring 2027                      |
| October 2030  |                     | Plan Developed in Fall 2030 – Spring 2031 | Spring 2031                      |
| October 2034  |                     | Plan Developed in Fall 2034 – Spring 2035 | Spring 2035                      |
| October 2038  |                     | Plan Developed in Fall 2038 – Spring 2039 | Spring 2039                      |
| October 2042  |                     | Plan Developed in Fall 2042 – Spring 2041 | Spring 2043                      |
| October 2046  |                     | Plan Developed in Fall 2046 – Spring 2047 | Spring 2047                      |
| October 2050  | Vision100 (to 2100) | Plan Developed Fall 2050 – Spring 2051    | Spring 2051                      |

It is ambitious, but staff believe achievable, that this work can all be delivered in 2024, with a draft Strategic Plan and Vision50 completed in fall, 2024, and a 2025 Business Plan prepared to help shape Budget 2025.

Work will be largely completed ‘in house’; with support being sought to help support engagement activities to ensure that these are undertaken in a representative fashion and to support the production of the plan materials.

In order to develop the Strategic Plan staff propose to:

- Prepare a summary of the 2019-2023 Strategic Plan; successes and challenges (attached)
- Undertake one on one discussions with all members of Council to discuss the priorities that members of Council have for the Township informed by their work on the campaign trail in 2022.
- Complete a Strategic Session with Council in which a workshop will be arranged to explore priorities identified and try to identify core themes or objectives that reflect these priorities. During the workshop, Council will also engage in sharing ideas for Vision50.
- A community engagement process with both online and in person opportunities will be completed to help ensure community aspirations and feedback on



emerging themes is obtained. As part of this work, staff will explore ensuring that community feedback is undertaken that is reflective of community make up and representative of diverse voices. Engagement with Saugeen Ojibway Nation will be included.

- In late summer, a draft of Vision50 and the Strategic Plan will be prepared and shared for feedback and comment, before being finalised in early fall.
- As part of Budget, 2025, a Business Plan will articulate specific projects for Budget 2025 and how these relate to the Strategic plan objectives of Council.



## Financial Impact

Strategic Planning was identified in Budget 2024; no additional impact.

## Strategic Priorities

N/A

## Conclusion

As directed by Budget 2024, Council has prioritized the development of a Strategic Plan. Staff are recommending an approach to Strategic Plan development in 2024, associated with developing a longer term vision and short term business plans.

Respectfully Submitted: Niall Loble, CAO