



MUNICIPALITY OF **West Elgin**

Staff Report

Report To: Council Meeting
From: Magda Badura, CAO/Treasurer
Date: 2021-06-10
Subject: Strategic Plan

Recommendation:

That West Elgin Council hereby receives the report from Magda Badura, CAO/Treasurer re: Strategic Plan; and chooses one of the options listed below.

Option 1:

That West Elgin Council hereby defer the Strategic Plan initiative until the next term of Council.

Option 2:

That West Elgin Council hereby direct staff to proceed with the strategic plan with the goal of completion prior to the end of Council Term.

Purpose:

The purpose of this report is to provide information to Council with regards to the Strategic Planning and seek council's direction on when this process should start. Your leadership is vital to creating the vision, refining that vision, setting strategies and objectives, and getting everyone rowing in the same direction. It is time to grow our organization efficiently with the tools we have.

Background:

In September of 2019 West Elgin Council issued an RFP to move forward with the development of a strategic plan. However, due to senior leadership changes and the Organizational Review that subsequently took place, this RFP was rescinded. In the 2021 a strategic plan was presented in the Budget to use funds from the Ontario Invests – Improve Service Delivery & Efficiency Grant towards moving this process forward once again.

A strategic plan is meant to provide long-range guidance to municipal staff and council on citizen's expectations and provides a plan on what should be done, how to get it done better and where to focus the municipality's resources. The main focus of a strategic plan is community engagement, general rule of thumb is that people want to be consulted and heard about local issues that affect them and residents and businesses want to be engaged in charting the course for the future of the municipality. As we all know engagement with residents has been limited due to the restrictions during the pandemic and while we are seeing a gradual easing of these restrictions, it makes sense to wait until a full community engagement plan can be done before moving forward with a strategic plan.

For council, a strategic planning process assists the group to find common ground and develop a direction for the term of council and setting up the municipality for the future. Keeping this in mind, starting the strategic planning process in the third year of a council term does not make a lot of sense, as the process can take 6+ months to develop a strategic plan, not including the time to prepare a call for proposals, with even small engagement from residents and therefore this strategic plan would be released in 2022 which is the end of the term of council and an election year. A new Council may have a different set of priorities and direction and thru research, staff have come to realize that the majority of Council's undertake this type of plan later in the first or second year of a council term and then it can be reviewed annually to see what progress has been made and what is outstanding.

On the other hand, for our Municipality that provides services to the rate payers with varying levels of need, it is imperative that forecasting is done. This helps to create a roadmap for the direction in which the organization is headed. Strategic planning is about creating a strategy where the end product is a long-term plan to be implemented over the next four years, at minimum. It isn't just about identifying broad goals to be realized, but also key strategies for how the organization will meet those goals.

	STRATEGIC PLANNING	ANNUAL PLANNING
Responsible Parties	Board/organization leadership	Organization leadership/ program directors
Stakeholder Feedback	Staff, clients, volunteers, community partners, funders	Staff
Planning timeframe	6-9 months	1-3 months
Implementation timeframe	4 years	1 year
Measurable goals	Board/organization-wide	Program/department specific

There is a value in planning the priorities for the organization over the next year and especially how the next several years could potentially look. In addition to creating an opportunity to explore new avenues for the organization, strategic and annual planning can foster a sense of hope in our staff about what may be on the horizon for our organization, despite all the external pressures that we continuously face.

Financial Implications:

2021 Budget – there is \$20,000 allocated to this from the Ontario Invests – Improve Service Delivery & Efficiency Grant and this money can be reallocated to another projected or held as a place holder for the 2023 budget

Policies/Legislation: