

Information Report

Title: Strategic Action Plan Process Update

Report Number: CAO General-2024-21

Director: Chief Administrative Officer

Manager: Strategic Initiatives

Meeting Date:

Wednesday, August 14, 2024

Executive Summary:

On Wednesday, May 22, 2024 Council provided direction to hire consultants to assist in the creation of an updated Strategic Action Plan. One of the recommendations in the Governance Review that Council undertook at the start of their term was for a Strategic Action Plan to be developed. An updated Strategic Action Plan will provide confirmation of strategic priorities for 2025 and beyond.

Context and Background Information:

What is strategic planning?

- A disciplined and deliberate effort to identify priorities which will shape and guide what an organization is, what it does, and why it does it.
- It is a process of documenting and establishing direction for the organization.
- A deliberate process that engages people to identify organizational priorities and inform decision making on future actions and resource allocations.

Linton Consulting has been contracted to help produce an updated Strategic Action Plan. Established in 2004, Linton Consulting is a multi-discipline management consulting company with extensive experience working with municipalities. Since 2023, Linton Consulting founder/owner Kelly Linton has successfully completed nine municipal strategic plans. Kelly also has 12 years' experience (2010-2022) as member of council, including eight years as Mayor of Centre Wellington and four years as Warden of Wellington County. Kelly is the Lead Consultant for this process and will be the contact for inquiries for the community and staff regarding the questionnaires.

Andy Goldie will be supporting Kelly on this project. Andy has 33 years' experience as a municipal administrator, including eight years as the CAO of Centre Wellington. Kelly and

Andy will co-facilitate the two upcoming sessions with Council and the senior leadership team. Andy is well-versed in all aspects of municipal administration including strategic planning, finance, operations, community engagement, and services delivery.

Approach & Methodology

The main objective of this exercise is to establish a results-focused Strategic Action Plan to help Council work with the management team to identify important issues and opportunities; establish a common focus; outline priorities; and build a tracking tool to communicate accomplishments to the community.

The intended outcomes for this process are to:

- Assist in the development of a Strategic Action Plan that will enable the Municipality to strategically manage the direction for the term of Council and beyond.
- Engage Council and senior leadership team members, and the public in the process of developing the Plan.
- Integrate the findings/recommendations from existing studies/plans with valuable community input to create a comprehensive “roadmap for action”. The final product is intended to be both aspirational and practical.

Process

Linton Consulting has identified three phases that will facilitate the development of the Strategic Action Plan. This process started in June 2024 and will conclude by the end of October 2024.

Phase 1: Launch (June): this short but important phase focused on establishing clear expectations, scope, approach and deliverables.

Phase 2: Engage (July to August 31/September 15, 2024) – this phase includes information gathering, community engagement and interactive interviews/group sessions to gather meaningful information and direction.

The activities include:

- using a blend of reviewing previous studies/plans
- one-on-one interviews with Council and senior leadership
- two 5-hr leadership sessions (Council and senior leadership team)
- citizen and staff questionnaires (launched in July with a deadline of August 9)
- community focus group sessions
- ongoing interaction with the senior team

Phase 3: Build (September/October) - is about pulling everything together into a “roadmap for action” - the foundation for a results-oriented term of council and beyond. It is envisioned that the Strategic Action Plan will include the following components:

- Confirm/revise mission, vision and values (as required).
- “What We Heard from You” section.

- Inspirational (and clearly worded) goals, goals statements, and strategic priorities.
- Measurable actions under each Strategic Priority.

Consultation Overview:

The priorities identified as a Municipality need to match up to what matters the most to residents. Citizen input is critical to the success of this assignment. Linton Consulting has developed a brief (5 minutes) questionnaire for the public to provide thoughts on what makes the community special and their feedback on what the priorities should be over the next few years. Other engagement efforts will include community focus group sessions.

Key stakeholders include the public, community leaders, Council, Municipality of Kincardine volunteers and staff. Promotions and invitations to participate will include social media, newspaper, radio, community calendars, email invitations etc.

If you have questions about the community or staff questionnaire, please contact Kelly Linton directly at kelly@lintonconsulting.ca.

Origin:

On Wednesday, May 22, 2024, Council provided direction to hire consultants to assist in the development of an update Strategic Action Plan for 2025.

Attachments: None

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