Subject: Corporate and Economic Development Strategic Plan Update

FYI Report Number: CAO 2019-14

Meeting Date: Wednesday, July 3, 2019

Report Summary:

The purpose of this report is to provide Council with an update on the status of the Corporate and Economic Development Strategic Planning process.

Further, the report identifies existing strategic planning and master planning documents, as well as those currently under development, and how they will relate to the Corporate Strategic Plan.

Project Timelines:

The Municipality of Kincardine has developed several plans over the past years, to assist Council in determining community priorities and making budget decisions.

In the 2019 budget, monies were included for both Corporate and Economic Development Strategic Plans. The Municipality has been, and is continuing to experience a period of rapid growth and must develop plans to allow the community to attract new businesses, support the growth of existing businesses, maintain existing service and infrastructure levels and recreational and cultural programming. The concurrent development of a Corporate Plan and an Economic Development Strategic Plan is a necessary step to the continued support of strategic growth in the community, while delivering appropriate and effective services to residents, visitors and businesses.

The procurement process for the development of these plans is underway. The process is expected to be completed at the end of July, with a recommendation for the award of the RFP in early August. The initial work will commence late summer, with the final report expected to be presented to Council in December of 2019.
Background:

Over the past several years, the municipality has undertaken several strategic planning initiatives, with plans being developed to guide future decision making. Such plans include, the Official Plan, Asset Management Plan, Water and Wastewater Master Plans, and the Integrated Community Sustainability Plan (ICSP) Some plans are still under development or review, including the Official Plan and a Parks Master Plan.

Corporate versus Community Plans

Each of these aforementioned plans are an important part of the decision making of Council. The ICSP was developed in 2011 with extensive community input and stakeholder consultation. The ICSP is a Community Strategic Plan which identified the Community’s visions and goals and provides a guiding document for Council decision making and prioritizing of objectives. The findings in this plan have been reviewed by staff and are considered still relevant, therefore it is not recommended that a new Community Strategic Plan be developed at this time, rather to undertake a Corporate Strategic Plan (CSP)

The Corporate Strategic Plan (CSP), is intended to provide the overall framework that ties the decisions of Council to the method and manner of the delivery of these services within the community. It relates to the internal dynamics and processes within the Municipality. A CSP looks at how the corporate structure, governance, policies, procedures and administrative practices of the Municipality will meet the needs of a growing community and continue to effectively implement the identified community goals and objectives.

The scope of the planning exercise will include consideration of the goals and objectives of existing and ongoing strategies and plans, as well as corporate communication (external and internal), organizational culture, organizational structure review (ongoing), community culture (elements of the ICSP) and identify possible partnerships with other levels of government, other municipalities, local organizations and businesses.

The Corporate Strategic Plan will;

- Provide a framework for how the objectives of Council will be delivered and communicated;
- Create a culture for employee engagement and leadership development
- Create a framework to provide for modernization of service delivery, improve customer service, enhance accountability and foster innovation and continuous improvement.
- Align priorities and provide direction to staff;
- Provide a mechanism to tie priorities and activities to the Council budget process, and existing strategies and master plans.
- Provide tools to track performance;
Update on Parks Master Plan:
In 2017, a Parks Master Plan was initiated to identify future improvements to the Municipality’s parks assets. The draft Parks Master Plan was presented to staff with 96 recommendations, and Council was given a high level overview. Council expressed dissatisfaction with the findings that were presented by the consultant. One of the deliverables of the plan was to identify an appropriate organizational structure for staffing Parks operations. The CAO felt that reviewing the organizational structure of the Parks department in isolation would be imprudent without considering the overall needs of the parks and recreation service. For this reason, the completion and adoption of Parks Master Plan has been halted until a more comprehensive review can be completed by the CAO. The CAO’s review is almost complete, and has examined the departmental structure and service lines to identify whether there is an appropriate portfolio of services under the department, as well as an assessment of future needs to ensure that the Municipality is positioned to respond to the pressures of growth.

In conjunction with the Parks and Recreation review, the CAO has undertaken a review of the overall Corporate Structure to ensure that the Municipality can effectively respond to growth pressures in all service areas. In 2018, Senior Staff was engaged to identify areas of concern with respect to departmental structures, and potential barriers to effective service delivery. This information may be used as background research to assist in formulating the Corporate Strategic Plan.

Attachments: n/a