



## Staff Report

**Report Title: 2023-2033 Strategic Plan: Blueprint for our Future Status Update**

**Prepared By: Michelle Goetz**

**Department: CAO**

**Date: Nov. 6, 2023**

**Report Number: CAO-2023-11-37**

**File Number:**

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### **Attachments:**

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### **Recommendation:**

That the Township of Huron-Kinloss Committee of the Whole hereby receives for information report number CAO-2023-11-37, prepared by Michelle Goetz, Manager of Strategic Initiatives.

### **Background:**

The Township embarked on the development of a new strategic plan earlier this year through an RFP process. The chosen consultant for the project was Deloitte.

Deloitte and our Team, completed numerous engagement opportunities over the course of the summer and early fall and we are excited to move into the next phase of the project.

### **Discussion:**

Our strategic plan project is moving into the next phase of development so we wanted to recap what we've achieved so far.

#### Phase 1: Project Initiation and Research

This phase of the project began in May 2023 and included the initial project meeting, setting up the strategic plan steering committee, reviewing the scope of work for this project, developing our timelines, completing a current state analysis and an organizational excellence review.

#### Phase 2: Stakeholder Engagement

We completed a rigorous engagement campaign that included:

- 4 Community workshops (Lucknow, Point Clark, Ripley, Mennonite Leaders)
- 1 Council and Senior Team workshop
- 2 Staff workshops
- 16 Staff/Council Interviews
- 1 staff survey
- 1 community survey
- 10 Key Informant Interviews
- 8 in-school sessions

The Team will be compiling a one-page “What we heard” report that will be shared with all event attendees and the general public prior to our next public meeting.

A software analysis and SOARR was also completed in this phase and will be presented to Council later this month.

### Phase 3: Review, Analysis and Strategy Development

We are now entering phase 3 which will include another Council session on November 20<sup>th</sup>. Deloitte will be attending the Council meeting to present the draft vision, mission, and guiding principles for Council’s review. They will be presenting the same information to the Senior Team and to the public on November 21<sup>st</sup>. This will be the final opportunity for feedback before the strategy is completed.

### Master Action Plan

The Senior Team and the Strategic Plan Steering Committee are also finalizing the master action plan that will be included as an appendix in the final strategy. The master action plan was developed by reviewing all our current master plans, strategies, action plans, etc. that have been developed over the past few years. All of the action items were added to one excel spreadsheet, we had over 600 action items included in the first draft. The team reviewed this spreadsheet in great detail to remove any duplications or items that were already completed; and to find similar action items that could be combined into one action item assigned to multiple departments or spread across the entire corporation (ie. Recruitment and retention initiatives). Each action was then broken down into sub-actions, or all the things that need to happen to complete that action item; we added timelines, resources required, lead and supporting departments, and key performance indicators. The master action plan was then reviewed by the Senior Team, to ensure we didn’t miss anything, to look for additional opportunities for collaboration and confirm the timelines, resources and key performance indicators were realistic and achievable.

The master action plan will be a living document that is actively tracked and updated as actions are completed and new actions are added. All departments will be responsible for tracking their projects to ensure they remain on time, on budget and are meeting the key performance indicators listed. Annually, we will review what actions are scheduled to be completed and make adjustments as necessary. It’s important to note that timelines associated with each action are flexible as there are

many factors that will contribute to when projects or initiatives can be completed, for example; Council or community priorities may change, budget allocations may differ from year to year, funding opportunities may dictate when projects start, etc.

The master action plan will be the driving force behind how we will achieve our vision and mission for the Township of Huron-Kinloss and we are excited to present it to Council along with the final strategy in January 2024.

Following the strategy presentation to Council in January, Deloitte will be providing training to all staff that includes:

- What is a strategic plan and why is it important
- How to use a strategic plan
- The importance of tracking and measuring the success of the plan

By providing this training shortly after the strategy presentation and before our 2024 budget meeting, all staff should be incorporating the strategic plan and master action plan into their 2024 business plans, capital plans and budget requests.

**Financial Impacts:**

This project was included in the 2023 Budget and Business Plan.

**Strategic Alignment / Link:**

The information provided in this report is consistent with and in keeping with the Municipality's Vision & Mission. The recommendations contribute to the goals in achieving a prosperous, spirited, vibrant, environmentally conscious and accessible community.

**Respectfully Submitted By:**

Michelle Goetz, Manager of Strategic Initiatives

**Report Approved By:**

Mary Rose Walden, Chief Administrative Officer