Report Title: Update on the Corporate Strategic Plan Process

Report to: Council
Date of meeting: June 25, 2018
Report Number: CAO-15-18
Department(s) Responsible:
Office of the Chief Administrative Officer
Human Resource Services

Submitted by: Matt Gaskell, Chief Administrative Officer
Acknowledged by M. Gaskell, Chief Administrative Officer
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1. Recommendation:
   1. That report CAO-15-18 Update on the Corporate Strategic Plan Process
      be received for information.

2. Highlights:
   • As outlined in report CAO-07-17 Corporate Strategic Plan, the Chief
     Administrative Officer (CAO) has led a process within the organization to
     develop a Corporate Strategic Plan (CSP);

   • Work has been on-going since early spring to engage staff in the
     development of Mission, Vision, Values and Strategic Goals;

   • The value of the CSP is to take the multiplicity of goals and objectives
     identified in various planning documents and support them with clear,
     agreed upon, and achievable goals;

   • A staff team of approximately 40 people has developed a Mission
     statement, Vision Statement, Core Values and Strategic Goals and
     Objectives;
• Additional work needs to be completed over the summer months to finalize this work and bring forward to Council on December 6, 2018 (Orientation Session) for final approval in January 2019.

3. **Background:**

Report CAO-07-17 Corporate Strategic Plan (CSP) provides details regarding the need for a CSP and the approach to be taken.

Mr. Peter Spratt, Collins Barrow Durham Consultants was retained to facilitate the process of developing the CSP.

A core Steering Committee comprised of Matt Gaskell, CAO, Sarah Klein, Manager, Recreation, Jacqueline Long, Head of Human Resources, Ken Nix, Commissioner of Corporate Services, and Carlene Siopis, Manager of Corporate Communications, have provided leadership and guidance to the facilitator throughout the project.

The work of the core team has been supported by a staff consultation group comprised of approximately 40 people. This group includes all levels of the organization including Senior Leadership Team (SLT) members, Managers, unionized and non-unionized staff, and union executive.

The larger consultation group have come together four (4) times to collaboratively draft Mission-Vision-Core Values and most recently, develop strategic goals and objectives.

The draft Mission-Vision-Core Value statements were shared with staff between April 23, 2018 and May 4, 2018. During this time, the CAO led 5 focus groups open to staff at various locations. Approximately 170 people attended these sessions. In addition to the in-person sessions, staff was invited to complete an anonymous survey to provide feedback on the Vision-Mission-Core Value statements. Approximately 290 responses were received providing feedback on the draft statements.

Armed with the feedback from the in-person focus groups and the survey, the consultation group met to finalize the Mission-Vision and Core Value statements.

Most recently, on Friday June 15, 2018, the consultation group met to develop the strategic goals and objectives for the CSP.

Throughout the summer, the Steering Committee will take the work completed by the consultation group and finalize strategic goals and objectives for the CSP.

4. **Discussion:**

*Mission-Vision-Core Values:*

Based upon the work of the consultation group and the feedback from hundreds of staff, the following draft statements will form part of the Corporate Strategic Plan.
Mission: Together we deliver services that make a difference in our community.

Vision: Inspiring Excellence through a culture where everyone is valued and respected.

Core Values: CARE

- Collaborative: working together to achieve better outcomes
- Accountable: being responsible for my actions and for living our values
- Respectful: treating each other with mutual respect
- Engaged: being an active participant to make this a great place to work

Although still in draft form, three (3) strategic goal categories emerged:

- **Organization:** To be a high performing, innovative, effective and efficient organization.
- **Customer:** Provide a consistent, optimized and positive customer service experience.
- **People:** Creating an environment of inclusion and openness where employees can experience job satisfaction and rewarding careers.

Each of the Strategic Goals above will have specific objectives identified and finalized for Council approval.

We anticipate continuing our efforts to engage with staff to build awareness about our Corporate Strategic Plan. The draft CSP is scheduled to be introduced to the new Council at its December 6, 2018 orientation session. Our goal is to have a final draft report submitted for approval to the new Council in January 2019.

5. Financial Considerations:

There are no immediate financial considerations. Once the CSP is approved by council, submissions to the 2019 budget may support strategic objectives in the CSP.

6. Communication and Public Engagement:

Not applicable at this time.

7. Input from Departments/Sources:

As outlined in this report, the CSP process has included consultation with staff at all levels of the organization via various formats and methods.

8. Strategic Priorities:
This initiative is aligned with the priority identified in the Service Delivery Review (2016) to develop a corporate strategic plan;

This initiative supports Council’s priority #2 to make workplace morale a priority by building a collaborative and creative work environment that engages the abilities of all staff members to solve problems, accomplish new things and deliver the best outcomes to residents.

This initiative supports Council’s priority #3 to continue the Whitby tradition of responsible financial management and respect for taxpayers; and to understand the importance of affordability to a healthy, balanced community.

This initiative supports Council’s priority #4 to ensure Whitby is clearly seen by all stakeholders to be business- and investment-friendly and supportive; and to strive to continuously improve the effectiveness and efficiency of service delivery.

9. **Attachments:**

Attachment # 1 - Report Number CAO-07-17
Report to: Operations Committee
Date of meeting: October 23, 2017
Department: Office of the Chief Administrative Officer

Report Title: Corporate Strategic Plan

1. Recommendation:

1. That the Chief Administrative Officer’s Report CAO 07-17 – Corporate Strategic Plan be received for consideration;

2. That Council approve the commencement of a process to create and implement a new Corporate Strategic Plan;

3. That Council approve securing, Peter Spratt, of Collins Barrow Durham Consultants Inc., to assist the Town in the creation of the new Corporate Strategic Plan;

4. That Council Approve an amount up to $50,000.00 as a retainer for the Consultant to initiate the planning process of the Strategic Plan, with the source of funding to be determined at the discretion of the Commissioner of Corporate Services; and

5. That Council approve the timing of commencing the process of developing a Corporate Strategic Plan to begin in October, 2017.

2. Executive Summary:

The Town of Whitby has the need for an updated Corporate Strategic Plan (CSP). Town Council approved the 2016 Service Delivery Review, made the recommendation to develop a Corporate Strategic Plan to assist the Town through its current state of rapid and extensive growth. A Strategic Plan is essentially the process of determining a municipality’s long-term vision and goals, which result in an action plan to achieve those goals. Through the CSP, Senior Staff and Council Members communicate priorities to staff and citizens, thus providing direction for the Town’s departments to align their service delivery with these priorities.
Through these clearly established goals, the CSP provides useful information during the budget process and aligns the direction of funding decisions with agreed upon planned priorities.

3. **Origin:**

The Town of Whitby’s first Strategic Plan was developed in 2002 and reviewed in 2006/07. That strategic plan has ceased to be relevant or even discussed within the Town as a document which relates to organizational priorities. The Town is facing challenges on many fronts and is facing competing priorities. In order to plan for the Town’s future, a new Corporate Strategic Plan needs to be developed to guide decision makers in keeping the Town on track, regardless of primary staff/Council changes.

Since the creation of the Town’s first Strategic Plan, the Town has grown in population and the organization has undergone significant change. A corporate vision and strategic plan for the entire organization, will encourage departments to consider the impact their projects have on the advancement of the overall organizational goals. Overall organizational goals should be articulated and bought into play by the staff of the Town. A new CSP will assist in bringing the Town together as a unified, progressive organization.

4. **Background:**

The development of a CSP is in the best interests of the Corporation. Since 2002, when the CSP was created, there has been considerable growth and change within the community, on Council, and in Administration.

An over-arching plan, which articulates the Corporate Mission, Vision and Values will be used to prioritize the goals articulated in a multiplicity of plans and objectives identified for the organization and its individual departments (i.e. the most recent examples include the Fire Master Plan, 2016 – 2021, the Sustainability Plan, the Service Delivery Review and Council’s Goals, 2014 – 2018).

Plans approved to date for the organization can be leveraged in the creation and adoption of a CSP. They will become foundational documents on which to ground the CSP with priorities and objectives that have already been discussed and approved. Additionally, a CSP allows for input from a variety of sources in its development. The process to develop a CSP will include residents, business owners, stakeholders and Council Members. The ultimate goal of a CSP is to achieve a plan with a holistic view of the organization, which focuses individual departmental efforts to achieve the overall goals of the organization.

5. **Discussion/Options:**

**A. Strategic Plan Overview**

A CSP serves as an agreement of the Core Values, Vision, Mission, Strategic Goals and Objectives that Council and Staff have defined for the future of the Town of Whitby. It bridges the gap between long-term goals and short-term
business plans using the annual budget process. By tying the business planning and annual budget to the goals, the strategic plan becomes the unity of efforts to achieve a successful outcome.

Moreover, the value of a CSP to the Town of Whitby will be to take the multiplicity of goals and objectives identified in the various planning documents mentioned above, and distil from them a few clear, agreed upon, and achievable goals for the planning period. This is necessary to effectively utilize the limited resources of the organization.

Key Elements

Core Values – The fundamental beliefs of the organization. These guiding principles help organizations determine if they are on the right path to fulfilling their goals by creating an unwavering guide.

Vision – A description of what the organization would like to achieve in the mid-to long-term future. This is intended to serve as a clear guide for choosing current and future courses of action.

Mission – A mission statement is a short statement of an organization’s core purpose and focus that normally remains unchanged over time.

Strategic Goals – These goals provide direction in the longer term. They are a statement identifying what must be achieved to signal success.

Objectives – Specific intentions expressed in measurable terms to achieve goals. They are specific, measurable, attainable, relevant and time bound.

The benefit of a strategic plan is that it focuses on the work and operations of the entire organization, rather than one particular aspect or department (i.e. land use planning or the Whitby Fire Emergency Service Plan).

A strategic plan considers multiple dimensions of a municipal corporation’s priorities and commitments – i.e. programs, services, reputation, organization excellence, infrastructure, governance, accountability, communication and the human aspect of staff.

At the outset, an environmental scan/research of global trends, local regional trends, municipal government trends, municipally specific trends and social, demographic environmental technological trends are all investigated. Next is the preparation of themes or questions for the consultation process. Those consultations take place with key stakeholders – i.e. Council, Administration, staff, agencies, citizens, etc. Input from all of these groups are analyzed and synthesized into a draft strategic plan, which is presented to Council for consideration.

B. Roles of Council and Administration

Council’s role in the early stages of the development of the CSP is crucial, particularly in the environmental scanning and the identification of strategic themes and outcomes. Council’s role is to approve the initiative and the process. As part of that, it is important that Council be aware of the touch points when
Staff reports back on the progress to date. Once a draft plan is completed, Council’s role is to review and assess the reasonableness of the proposed CSP. Once approval has been given, the next step is for staff to monitor and report to Council on the progress on achieving the identified goals.

It is the role of Senior Management to develop and guide the process for the creation of a strong, workable CSP. The Senior Management Team needs to encourage the involvement and input from all staff. It will be incumbent on the Senior Management Team to prepare the draft Strategic Plan and to be a resource to Council to ensure understanding and acceptance of the draft plan. Finally, the Senior Management Team and staff are responsible for moving the plan forward and for designing and implementing a progress tracking and reporting system to Council.

C. Effective Strategic Plans and Timelines

An effective strategic plan is brief and easy to read; it identifies the organization’s Values, Mission Statement and Strategic Goals; and, it contains an agreed upon Vision of the municipality in ten to twenty years.

An effective strategic plan identifies priority areas/strategic themes for the next 3 - 5 years, with a view to a longer timeframe. It identifies clear outcomes that will provide answers to dilemmas such as, ‘We will know we have been successful if we achieve X, Y or Z.’

Finally, an effective strategic plan contains a discussion regarding how to monitor and report upon the progress of the organization.

A strategic plan does not include details regarding how outcomes will be achieved. Those issues arise in management implementation business plans.

D. Implementation

The Chief Administrative Officer is responsible for defining the environment for implementing a strategic plan by using a variety of methods:

- Clear and broad communication of the strategic plan across the entire organization – i.e. Town Halls, staff meetings, electronic communication, etc.;

- Development of measurable targets and key performance indicators;

- Development of annual business plans that support the strategic plan (in 12 month periods);

- Development of departmental/unit annual plans; and

- Development of individual performance goals and objectives.
E. Measuring Progress, Outcome - Focused

Progress on the completion of the objectives of a Strategic Plan is measured in a variety of ways. There are qualitative measures such as:

- Individual performance reviews;
- Departmental/unit staff meetings/reports;
- Senior Management Team meetings/reports; and
- Updates on progress from the CAO to Council.

In addition, the quantitative measures used to rate the performance towards the achievement of the goals of a strategic plan include:

- Key performance indicators re: progress towards the target; and
- Financial performance in relation to the approved budget – with a variance analysis.

Progress reporting, if done effectively, typically includes:

- Regular (i.e. biannual) updates from the CAO on progress; towards annual business plan outcomes; and
- Regular updates on key performance indicators and financial performance.

6. Public Communications/Plan:

The development of Public feedback is critical to advance the Corporate Strategic Plan to suit the needs of Council, Staff and the Public. The formal communication plan to engage the public will include:

- Public information meetings
- Open houses
- Focus Groups / Community Group meetings
- Surveys
- Fairs and events
- Communication tools – newsletters, newspaper ads, website, public displays, social media

7. Considerations:

7.1. Public
The key focus of Public engagement is to gain feedback from all stakeholders to determine the priorities to be set in the Whitby Corporate Strategic Plan and to ensure that the public are an integral part of the CSP.

7.2. Financial
The engagement of Peter Spratt from Collins Barrow Consulting, and any ancillary related costs, are anticipated to have a financial impact of $50,000 on the 2017 budget.

Any further costs in 2018 or later associated with advancing the CSP with Peter Spratt, will be accounted for through the annual budget process.

7.3. Impact on and input from other Departments/Sources
All Departments will be required to provide input and feedback on the Corporate Strategic Plan and representatives from all departments will sit on the CSP planning committee.

7.4. Corporate and/or Department Strategic Priorities
The recommendations contained in Report CAO 07-17 are consistent with the outcome of the Service Delivery Review Opportunity # 13: Create a Corporate Strategic Plan.

Report CAO 07-17 is also consistent with Council’s Goals for 2014 – 2018 as follows:

4. To ensure Whitby is clearly seen by all stakeholders to be business and investment friendly and supportive; and to strive to continuously improve the effectiveness and efficiency of service delivery.

8. Summary and Conclusion:
Council and management decision makers must view the strategic planning process as an opportunity to engage the entire organization and motivate it to reach higher levels of service delivery. This can only be accomplished when Council and Management allow the time needed to implement a holistic process that aligns the vision of decision makers with service delivery to the public.

9. Attachments
N/A

For further information contact:
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Original Approved and Signed.
Matthew Gaskell, Chief Administrative Officer, x2211

Report to: Operations Committee
Report number: CAO 07-17