

THE CORPORATION OF THE TOWN OF GEORGINA

SPECIAL COUNCIL ADDENDUM

****2019 Budget Review and Deliberations****

Tuesday, January 29, 2019
9:00 AM

12. REPORTS

- (1) ADOPTION OF REPORTS NOT REQUIRING SEPARATE DISCUSSION
- (2) REPORTS REQUIRING SEPARATE DISCUSSION

Report from the Office of the CAO

- (B) Early Approval of Business Case 19-CAO-1 (Update of the Corporate Strategic Plan)

Report No. CAO-2019-0005

Recommendation(s):

1. That Council receive Report No. CAO-2019-0005 prepared by the Office of the CAO, dated January 30, 2019, respecting early approval of Business Case 19-CAO-1 (Update of the Corporate Strategic Plan).
2. That Council approve Attachment '1' to Report No. CAO-2019-0005 (Business Case 19-CAO-1: Update of the Corporate Strategic Plan).
3. That Council approve the allocation of \$10,000 in the 2019 Budget funded from the tax rate stabilization reserve to retain an expert in strategic planning and facilitation to guide the update of the Town of Georgina Corporate Strategic Plan.

(Advisement: This report is to be dealt with on January 30th)

THE CORPORATION OF THE TOWN OF GEORGINA

REPORT NO. CAO-2019-0005

**FOR THE CONSIDERATION OF
COUNCIL**

January 30, 2019

**SUBJECT: EARLY APPROVAL OF BUSINESS CASE 19-CAO-1 (UPDATE OF THE
CORPORATE STRATEGIC PLAN)**

1. RECOMMENDATION:

1. That Council receive Report No. CAO-2019-0005 prepared by the Office of the CAO, dated January 30, 2019 respecting early approval of Business Case 19-CAO-1 (Update of the Corporate Strategic Plan).
2. That Council approve Attachment 1 to Report No. CAO-2019-0005 (Business Case 19-CAO-1: Update of the Corporate Strategic Plan).
3. That Council approve the allocation of \$10,000 in the 2019 Budget, funded from the tax rate stabilization reserve, to retain an expert in strategic planning and facilitation to guide the update of the Town of Georgina Corporate Strategic Plan.

2. PURPOSE:

The purpose of this report is to seek Council's early approval of the proposed \$10,000 budget (outlined in Business Case 19-CAO-01) to retain an expert in strategic planning and facilitation to guide the update of the Corporate Strategic Plan.

3. BACKGROUND:

The Town of Georgina approved its first Corporate Strategic Plan in August 2016 (Report CAO-2016-0017). The timeframe of the existing Plan is 2014-2018, which aligned with the previous term of Council. The Plan includes a Vision, Mission, Values, four Strategic Goals and associated outcomes (i.e., objectives), and 55 separate actions. The vast majority of the 55 actions have either been completed or significantly advanced. A final report card will be presented as part of the Strategic Plan update process in Q1/Q2 2019.

4. ANALYSIS:

The development of a Corporate Strategic Plan serves to establish the collective focus of Council for their four-year term. This agreed-upon focus in turn, guides the prioritization and allocation of resources. As such, it is beneficial for the document to be prepared as early as possible into a new term of Council. It is also common practice for municipalities to retain an external expert in strategic plan development and facilitation to guide Council through a tested and thoughtful process to achieve an agreed-upon focus and set of priorities.

In this regard, staff issued a Request for Proposal (RFP) for an expert in December 2018 (closed January 3, 2019) to ensure the update process is commenced in a timely manner. The RFP was made subject to budget approval. Ten submissions were received with one being disqualified for a bid irregularity. The evaluation panel is currently reviewing the technical portion of the nine compliant submissions. Should budget approval be granted, the evaluation panel will conduct interviews and then review the financial portion of the submissions of the eligible respondents (i.e., those that met the minimum requirement of the technical portion). The RFP will be cancelled should Council decide not to approve the budget for this item.

5. RELATIONSHIP TO CORPORATE STRATEGIC PLAN:

This report will serve to facilitate the update of the Corporate Strategic Plan.

6. FINANCIAL AND BUDGETARY IMPACT:

A budget of \$10,000 to retain an expert in strategic plan development and facilitation is proposed as part of the 2019 Capital Budget.

7. PUBLIC CONSULTATION AND NOTICE REQUIREMENTS:

There are no public consultation or notice requirements associated with this report.

8. CONCLUSION:

The current 2014-2018 Corporate Strategic Plan needs to be updated to align with the new 2018-2022 term of Council. Given the importance of the document, it is proposed that an external expert in strategic plan development and facilitation be retained to guide Council in determining its collective focus for the next four years.

A business case for \$10,000 was submitted as part of the Draft 2019 Budget to retain an expert. Staff is requesting that the \$10,000 be approved in advance of the balance of the 2019 Budget to allow for the timely hiring of the expert.

Therefore, it is recommended that Council approve the report recommendations as set out herein.

Prepared and Recommended by:


Shawn Nastke, MCIP, RPP
Head of Corporate Service Delivery
Excellence

Approved by:


David Reddon
Acting Chief Administrative Officer

Attachment 1 – Business Case 19-CAO-1: Update of the Corporate Strategic Plan



GEORGINA

**Town of Georgina
Business Case for New Capital Initiatives
19-CAO-1**

Title of Request: Update the Corporate Strategic Plan

Date: November 16, 2018

Department: Mayor & Council

Division:

Project Description:

That the 2014-2018 Corporate Strategic Plan be updated to align with the new term of Council. It is proposed that more of a 'refresh' approach be taken, as the existing Strategic Plan was only approved in August 2016. It is recommended that an expert in strategic planning and facilitation be retained to guide workshop sessions with Council, Directors, and a few key Managers to validate/modify the overall direction of the Corporate Strategic Plan and refresh the associated Actions.

1. Proposed Year of Initiative: 2019

2. Nature of Initiative/Review Factors (check and explain all that apply):

- Legislative, Growth Risk Management, Customer Service, Service Level Change
- Strategic Priority, Efficiency, Adopted Plan/Study
- Other (please specify)

3. Brief Links to Strategic Plan Departmental Business Plans or Other Plans:

Existing 2014-2018 Corporate Strategic Plan

4. Main/Desired Goal or Outcomes/Benefits:

A refreshed 2019-2023 Corporate Strategic Plan, that will serve to outline the collective focus of Council for its term of office. While the new term of Council ends in 2022, the timeline for the new Strategic Plan would extend into 2023, thus ensuring the Town has a corporate strategy in place until the subsequent one is approved in 2023.

5. Cost/ Financial Impact, Recovery and Net impact

\$10,000 to retain an expert in strategic planning and facilitation to guide the process.

6. Other Considerations or Efficiency Options:

Can you defer the request?

No

Is it more efficient to contract out the initiative?

An expert is being retained.

Can you combine this initiative with other present functions?

No

Can you change the services model to reduce this demand without reducing service levels?

N/A.

Can you better leverage technology?

N/A

Can you share service delivery with other Town Departments/Agencies or municipalities?

No

7. Short-Term Results Expected:

The expert facilitated strategic planning workshops with Council, Directors, and key Managers will serve to identify a collective strategic focus for the next four years.

8. Long-Term Results Expected:

Implementation of the Strategic Plan, including the refreshed Actions, will serve to drive the continued implementation of the vision of a “progressive and vibrant growing community” and the mission of “providing exceptional municipal services.”

9. Other Comments:

It is standard practice for new terms of Council to prepare a new Strategic Plan as one of the first orders of business, as it serves to create a collective and strategic focus for their term.