A. Recommendations

THAT Council receive Staff Report FAF.19.119, entitled “Corporate Strategic Plan Process Overview”;

AND THAT Council endorse the Corporate Strategic Planning process as outlined in this report;

AND THAT Council approve the hiring of a 5 month contract position to provide administrative resources in the development of the Strategic Plan update process.

B. Overview

The purpose of this report is to provide an overview of the process being proposed by the Chief Administrative Officer to complete the 2019 – 2024 Corporate Strategic Plan.

C. Background

Previously in 2005, the Town had completed a Corporate Strategic Plan.

In 2015, the Town of The Blue Mountains again completed a Corporate Strategic Plan that was developed through the use of an external consultant MHBC Planning Urban Design & Landscape Architecture.

The Consultants Project Manager for the Corporate Strategic Plan had the benefit of having been The Blue Mountains Acting Director of Planning Services on an interim basis just prior to the strategic planning work commencing. The experience gained by the Project Manager through the interim position was extremely valuable to the Corporate Strategic planning process and the relationships with both Council and Staff were beneficial.

In retrospect, there were a number of significant aspects in the development of the 2015 Strategic Plan process that were invaluable learning opportunities that need to be avoided in the 2019 Strategic Planning Process. The points listed below will be key to having success in the development and implementation of the Corporate Strategic Plan;
1) Council and Staff have to be vulnerable and feel able to have frank discussions and provide opinions and ideas;
2) A strong and well developed survey must be completed that provides good meaningful information for Council and staff to consider during the Corporate Strategic Plan development process;
3) The final draft MUST be approved by a unanimous vote of Council, preferably through a recorded vote.

Staff feel that these 3 points will be achievable and suggest that the Strategic Planning process will enhance an already strong relationship between Council and Staff. The Strategic planning process will provide clarity and consistency in priority setting and agreed upon actions to be moved on over the next 4 years.

D. Analysis

Our Senior Management is proposing a very creative and bold process in implementing the 2019 – 2024 Corporate Strategic Plan process.

Strategic Planning as defined by the Wikipedia

“Strategic planning is an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue this strategy. Strategic planning became prominent in corporations during the 1960s and remains an important aspect of strategic management.”

During the 2019 Budget review process, the Strategic Plan Update was identified and approved. During Budget decisions, Council provided clear direction that where possible, the use of internal resources should be considered and would be preferred.

With the approval of the budget, staff has considered the options and are proposing that the Corporate Strategic Plan be completed with internal staffing resources. In addition to the existing staff resources it is recommended the project include the hiring of a contract staff to provide support to the process and development of the Corporate Strategic Plan.

In addition to internal resources, the use of a Graphic Facilitator is being proposed to include a Graphic Facilitation Session as part of the Strategic Plan update.

Graphic Facilitation as defined by Wikipedia

Graphic facilitation is the use of large scale imagery to lead groups and individuals towards a goal. The method is used in various processes such as meetings, seminars, workshops and conferences. This visual process is conducted by a graphic facilitator.

An early paper in the field of graphic facilitation was “Explicit Group Memory” by Geoff Ball, who “discovered” that a shared picture supported group learning or, more importantly, a lasting memory in the group.[1]
Graphic recorders combine the skills of a note-taker and an artist to visually represent information communicated orally. Example services include creating visual summaries of meeting dialogue, conference speakers' presentations and providing graphic facilitation for organizations doing strategic planning.[2]

The terms "graphic facilitator" and "graphic recorder" are often used interchangeably by those practicing the technique, which can occasionally cause confusion among those looking for a professional in the field for hire.

In 2018, Senior Management utilized the services of a Graphic Facilitator to complete a workshop with staff to help Senior Management and Council understand what our team of Town staff believed to be important for the Corporation and the Community. See attachment 1.

Moving forward, staff are recommending the following process for the development of the 2019-2024 Corporate Strategic Plan:

1) July – to mid-August - Through consultation with the Communications Committee, a survey will be initiated that provide background information for Council and staff to consider during Council and Staff workshop(s).
2) Staff will consult with the Economic Development Advisory Committee, Sustainability Committee, Transportation Committee, and Agricultural Advisory Committee. A summary of the information gathered will be presented to Council and Staff prior to the first Council Workshop.
3) Late August 2019 - First Workshop with Council and Staff;
4) Mid-September 2019 - Second Workshop with Council and Staff;
5) Late September 2019 - Graphic Facilitation Session with Council and Staff
6) Late October 2019 - Corporate Strategic Plan brought forward through a Staff Report to Committee of the Whole
7) Mid-November 2019 - Council approves Corporate Strategic plan just prior to 2020 Budget process.
8) Development of a Corporate Strategic Plan Video that highlights Council and Staff through interviews and video footage.

E. The Blue Mountains Strategic Plan

| Goal #1: Create Opportunities for Sustainability |
| Objective #1: Retain Existing Business |
| Objective #2: Attract New Business |
| Objective #3: Promote a Diversified Economy |
| Objective #4: Support Value-Added Agriculture and Culinary Tourism |
| Objective #5: Improved Visibility and Local Identity |

| Goal #2: Engage Our Communities & Partners |
| Objective #1: Improve External Communication with our Constituents |
| Objective #2: Use Technology to Advance Engagement |
| Objective #3: Strengthen Partnerships |
Committee of the Whole
FAF.19.119
July 3, 2019
Page 4 of 6

Goal #3: Support Healthy Lifestyles
Objective #1 Promote the Town as a Healthy Community
Objective #2 Increase the Range of Housing Choices and Promote Housing Affordability
Objective #3 Manager Growth and Promote Smart Growth
Objective #4 Commit to Sustainability

Goal #4: Promote a Culture of Organizational & Operational Excellence
Objective #1 To Be an Employer of Choice
Objective #2 Improve Internal Communications Across our Organization
Objective #3 To Consistently Deliver Excellent Customer Service
Objective #4 To Be a Financially Responsible Organization
Objective #5 Constantly Identify Opportunities to Improve Efficiencies and Effectiveness

Goal #5: Ensure Our Infrastructure is Sustainable
Objective #1 Develop a Long-Term Asset Management Plan for the Maintenance, Renewal and Replacement of Existing Infrastructure
Objective #2 Avoid Unexpected Infrastructure Failure and Associated Costs and Liability
Objective #3 Implement Best Practices in Sustainable Infrastructure
Objective #4 Ensure that Infrastructure is Available to Support Development

F. Environmental Impacts

None at this time

G. Financial Impact

Total overall approved Budget for Strategic Plan Update - $100,400

$67,680 General Government Development Charges Reserve Funds

$32,540 Council Reserve

Hiring of a Contract Staff Resource

Hiring of a 5 Month Contract Administrative Assistant (Corporate Initiatives) to provide administrative resources for the development of a 2019 - 2024 Strategic Plan Update in conjunction with providing Administrative support and resources to the Physician Recruitment and Retention Committee.

5 month Contract position at approximately $7,400.00 until end of 2019

- $4,934 cost to Corporate Strategic plan
  - $2,466 cost to Physician Recruitment – Not Development Charge Eligible and not charged back to Corporate Strategic Plan Project
- Survey and Materials - $10,000
- Graphic Facilitation - $8,000
- Development of a Corporate Strategic Plan video - $8,000
Total projected costs including in house resources that are eligible for Development Charge Funding - $30,934

In house/internal resources costs

Committee Consultation via staff – $1,955

Workshop Preparation – $1,410

Sub Total - $1,410

Workshop 1 - based on 7 hours

SMT $4,535
Town Clerk $556
Administrative Support $318

Sub Total $5,410

Workshop 2 Preparation - $1,225

Sub Total $1,225

Workshop 2 – based on 7 hours

SMT $4,535
Town Clerk $556
Administrative Support $318

Sub Total $5,410

Finalizing Project Materials and Video Work

Sub Total $5,000

Total Internal Resources $20,412

External Resource Funding - $30,934

Internal Resource Funding - $20,412 Total Project costs $51,346.83

H. In consultation with

Senior Management Team
I. Public Engagement

The topic of this Staff Report has not been subject to a Public Meeting and/or a Public Information Centre as neither a Public Meeting nor a Public Information Centre are required. However, any comments regarding this report should be submitted to Shawn Everitt, Chief Administrative Officer.

J. Attached

1. 2018 Graphic Facilitation Rendering

Respectfully Submitted,

Shawn Everitt
Chief Administrative Officer

For more information, please contact: cao@thebluemountains.ca
519-599-3131 extension 234
Looking toward the future.