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Date: May 18, 2017
To: Mayor and Council
Author: Peggy Van Mierlo-West, CAO
RE: Strategic Plan – Next Steps
Report No.: CAO 2017-006

AIM

To provide Council an update and project plan for the review of the draft Strategic Plan.

BACKGROUND

In 2011 the Town of Kingsville developed its first Strategic Plan. On an annual basis the plan was updated. The previous Strategic Plan prioritized the following items as important to the economic health of the Town of Kingsville.

- Retirement and attraction of business related to this growing industry;
- Agriculture and related activities;
- Tourism;
- Enhanced communication networking and connection;
- Small business development and attraction of new manufacturing enterprises;
- Growth of the Municipality as a regional service centre;
- Industrial park development;
- Waterfront and Marina development.

In 2016, Council requested a review and update of the current strategic plan. As part of this request Council asked to conduct a public consultation process. The consultation process included the following; six open house sessions, Council/Staff workshops, online surveys and a pre-planning Council/Administration survey.

Based upon these results it can be surmised that overall the residents of the Town are happy with the direction the town is growing. Residents would like to see more active living and cultural amenities. Sustainable infrastructure and smart growth was also noted

as a concern to the residents. Vision, Mission and Action plans were also developed to assist in moving the Town forward into the future.

At the January 19th, 2017 Council meeting, the following motion was approved;

78-2017

Moved by Deputy Mayor Gord Queen

Seconded by Councillor Sandy McIntyre

That the Draft Strategic Plan approval be deferred pending the scheduling of a further Council / Staff Strategic Plan Workshop.

This meeting occurred on April 29th, 2017 at which time Council and Staff discussed next steps on moving towards a new plan.

Part of the discussion was the issues surrounding the approval of the Strategic plan. These included comments such as;

- a perceived feeling of lack of transparency,
- lack of understanding how the action plan fits within the general operations and a long term vision,
- a sense that the current plan was not included within the creation of the draft,
- lack of buy-in from both Council and Administration,
- lack of open and honest conversation surrounding the creation of the draft plan,

The following is a proposed work plan for the next strategic planning session.

DISCUSSION

The next session has been scheduled for **June 27th, 2017 at the Arena in Committee Room A from 2:00pm-6:00pm**. The workshop will be conducted a bit differently as each table will be assigned the Action Plans that will mainly effect their Departments. Each table will be facilitated by a member of the Management Team and Members of Council will be distributed throughout the tables.

It will be each group's responsibility to review, edit, revise the action plans and present to the workshop their findings. The Vision and Mission Statements will not be reviewed at this workshop.

Facilitators of the tables will be trained on appropriate facilitation methods and provided a further overview on Strategic Planning, to assist in running the Workshop smoothly. This will occur prior to the Workshop and will be conducted through webinars and worksheets.

Overall it is the intent of this workshop to not only receive the buy-in that is so required, from both Administration and Council but also complete the final review for this plan prior to submitting to Council.

LINK TO STRATEGIC PLAN

To encourage leadership and management the direction to achieve our goals and maximize the effectiveness of our strategies

FINANCIAL CONSIDERATIONS

Funding for this was approved in the 2017 Capital Budget.

CONSULTATIONS

Administration

RECOMMENDATION

That Council approve the work plan for the Council-Staff Strategic Plan Workshop.

Peggy Van Mierlo-West

Peggy Van Mierlo-West, C.E.T.
Chief Administrative Officer