

STAFF REPORT

THE CORPORATION OF THE TOWN OF COBOURG



Report to:	Mayor and Council Members	Priority:	<input checked="" type="checkbox"/> High <input type="checkbox"/> Low
Submitted by:	Tracey Vaughan, Chief Administrative Officer	Meeting Type:	Open Session <input checked="" type="checkbox"/> Closed Session <input type="checkbox"/>
Meeting Date:	May 10, 2021		
Report No.:	Chief Administrative Officer-020-21		
Submit comments to Council			

Subject/Title: Mid-Term Strategic Plan Report

RECOMMENDATION:

THAT Council receive this report for information purposes; and

FURTHER THAT Council direct staff to demonstrate the alignment of reports, projects and activities, budget requests and resource deployment to the advancement of the priorities of the Strategic Plan wherever possible.

1. STRATEGIC PLAN

As per contents of this report.

2. PUBLIC ENGAGEMENT

Staff provided an engagement and consultation opportunity for the community in advance of the Mid-Term Strategic Plan Review through the Engage Cobourg platform from March 24th to March 31st, 2021. This output was provided to both Council and the public for their review and consideration during the Mid Term Review Public Meeting which took place on Thursday, April 1, 2021.

3. PURPOSE

The Town of Cobourg's 2019-2022 Strategic Plan guides the Town's corporate priorities and decision-making process. The primary purpose of the Strategic Plan is to communicate the community priorities and to focus the Corporation of the Town of Cobourg's resources along with those of the Municipal Council. A Strategic Plan Mid-Term Review provides an excellent opportunity both for

Administration and Council to review corporate priorities over the last two years of the Strategic Plan.

Council participated in a public Mid-Term Review Session on Thursday, April 1st to review the Strategic Priorities. The key task of the workshop beyond reviewing priorities was to refresh and revise the 2019 - 2022 Strategic Priorities as needed in this new environment. Included in this review was the consideration of COVID-19 impacts on the community, any changes that have occurred in the first two years of the Council term, and to ensure a coordinated vision for moving forward. The Strategic Plan is a living document to be used in the day to day work of the Council and staff.

4. ORIGIN AND LEGISLATION

The Corporation of the Town of Cobourg's 2019 - 2022 Strategic Plan guides the setting of corporate priorities and decision-making. The primary purpose of the Strategic Plan is to communicate community and Council priorities and to focus the resources of Municipal Council and Town staff.

5. BACKGROUND

In early 2019, Council facilitated and adopted the 2019 - 2022 Strategic Plan for the Town of Cobourg. The Chief Administrative Officer established a work plan for Directors and their Divisions. Following, Council provided direction to the CAO to schedule a Mid-Term Review session with Council to provide an opportunity for staff and Council to review, re-evaluate, refresh and revise the priorities contained within the Strategic Plan and to guide the last two years of the Council term.

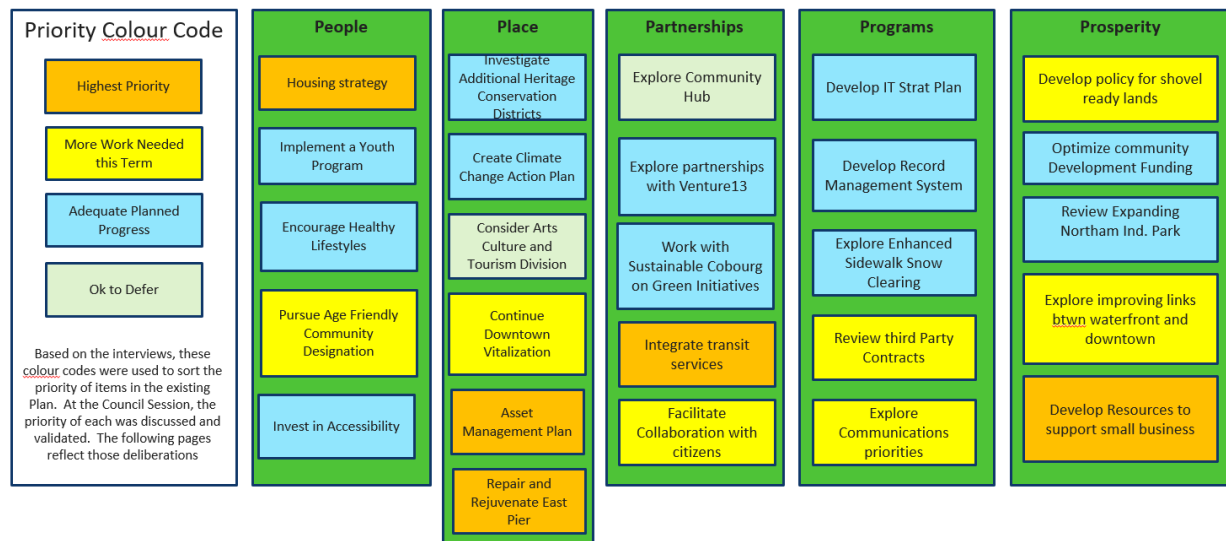
6. ANALYSIS

Attached to this report is StrategyCorp's summary of the Mid-Term Review Session. Prior to the session, staff engaged the public through the Engage Cobourg platform to collect feedback on the current priorities of the plan.

- The process outlined and executed by StrategyCorp was as follows:
- Prior to the session, Senior Management Team (SMT) members and all members of Council were interviewed by the facilitator between the dates of March 16th and March 29th.
- Based on the interviews, a draft SWOT Assessment (Strengths, Weaknesses, Opportunities and Threats) was prepared for consideration by Council.
- In addition, the existing Strategic Plan was annotated to reflect the aggregated priorities of different initiatives, as identified by Council in the interviews.
- Council considered and validated the draft SWOT and priorities over the course of a six hour meeting facilitated by John Matheson of StrategyCorp.

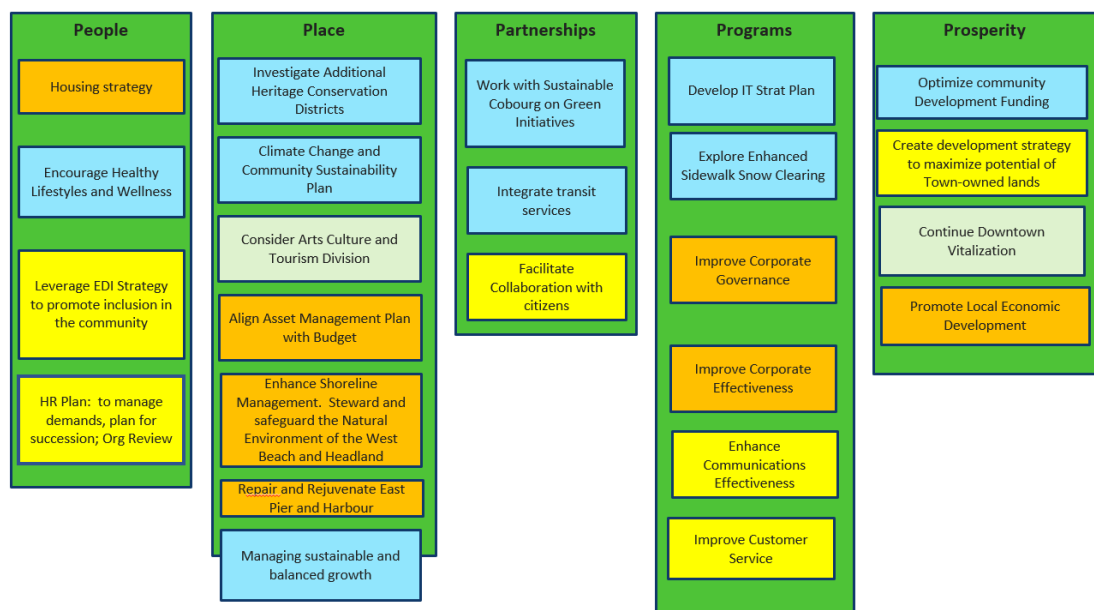
Following StrategyCorp's initial meetings with individual Council members, the following reflects the current priorities as indicated by Council:

Draft Presented to Council of the Existing Plan, Colour-Coded to Reflect Current Priorities



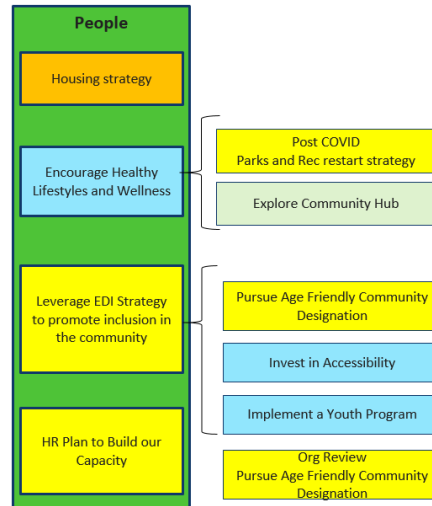
Following the group Strategy Session, the Corporate Priorities were prioritized as follows:

Strategic Plan *as Revised by Council* (arranged in the Original Order from 2018 plan)



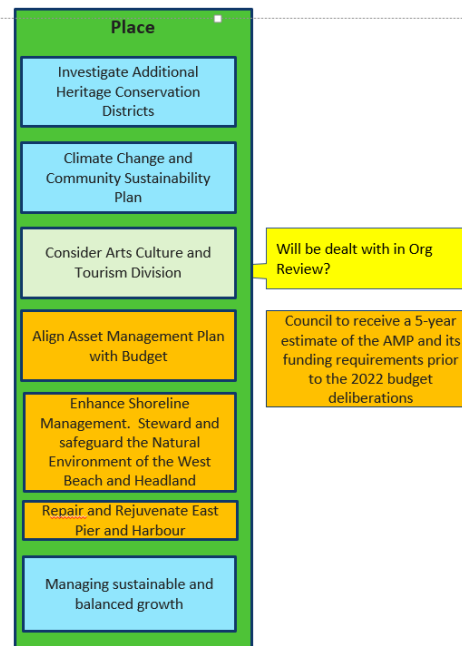
People (as revised by Council)

- The Green Box reflects the amended “People” section as validated by Council.
- Items outside the box are to become specific activities tracked by staff in operating plans, but have been removed as high order priorities for the Plan.



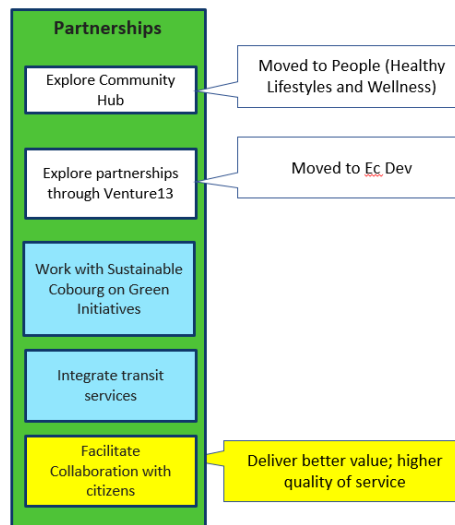
Places (as revised by Council)

- The Green Box reflects the amended “Place” section as validated by Council.
- Items outside the box are to become specific activities tracked by staff in operating plans, but have been removed as high order priorities for the Plan.



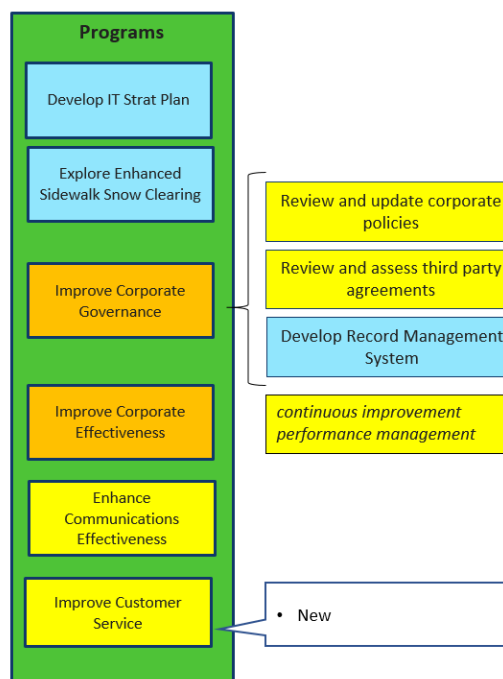
Partnerships (as revised by Council)

- The Green Box reflects the amended “Partnerships” section as validated by Council.
- Items outside the box are to become specific activities tracked by staff in operating plans, but have been removed as high order priorities for the Plan.



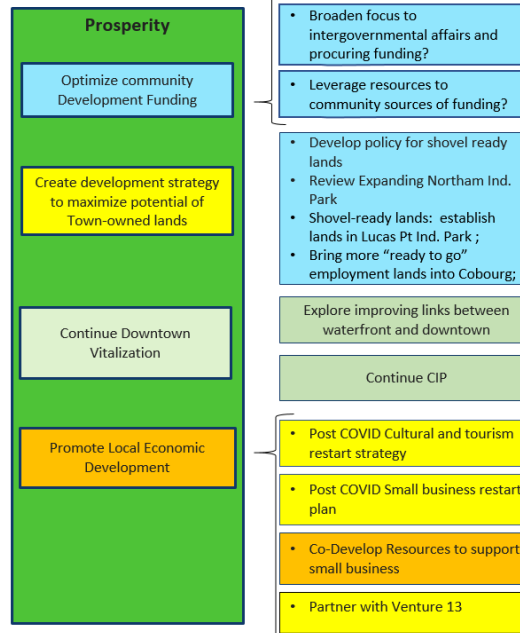
Programs (as revised by Council)

- The Green Box reflects the amended “Programs” section as validated by Council.
- Items outside the box are to become specific activities tracked by staff in operating plans, but have been removed as high order priorities for the Plan.

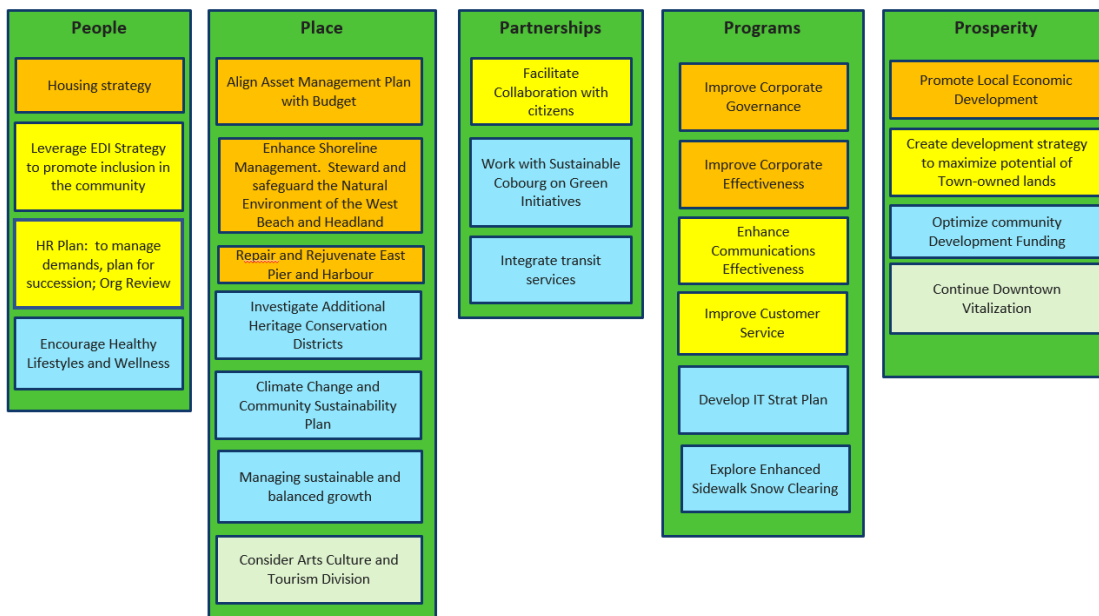


Prosperity (as revised by Council)

- The Green Box reflects the amended “Prosperity” section as validated by Council.
- Items outside the box are to become specific activities tracked by staff in operating plans, but have been removed as high order priorities for the Plan.



Strategic Plan as Revised by Council (re-arranged in priority order)



Next Steps

Once this report is received by Council, staff will begin the process of updating all divisional operating plans to ensure that they continue to align with the renewed Council priorities. These divisional work plans will align the operations of each division with the Strategic Plan, while continuing to advance the work required in all other corporate plans and strategies.

Once these plans are updated, staff will ensure that future reports, activities, budget requests and resource deployment will have demonstrated alignment with the strategic plan whenever possible. This will ensure that we can demonstrate organizational

alignment between the Strategic Plan and operations, and will enable staff to demonstrate performance towards the objective of the plan.

Reviewing the Strategic Plan mid-term is necessary as two years can bring both external and internal changes to a community and organization. These changes may necessitate adjustments to the Plan, and provide direction to Administration on priorities for the continued execution of the Plan.

The workshop, facilitated by John Matheson of StrategyCorp served to review the Strategic Plan and determine the priorities for each area with respect to what was most important to continue to pursue for the remainder of the Council term. As anticipated there were a few areas that were determined to be top priority and others that were important but there was acknowledgement that much work had been done on the initiative and staff were to continue the existing course.

Council reaffirmed their top priorities are:

- Housing Strategy (People)
- Align Asset Management with Budget (Places)
- Enhance Shoreline Management. Steward and safeguard the Natural Environment of the West Beach and Headland (Places)
- Repair and Rejuvenate East Pier and Harbour (Places)
- Facilitate Collaboration with citizens (Partnerships)
- Improve Corporate Governance (Programs)
- Improve Corporate Effectiveness (Programs)
- Promote Local Economic Development (Prosperity)

The lower priorities to be deferred include:

- Consider Arts, Culture & Tourism Division (Places)
- Continue Downtown Vitalization (Prosperity)

It was recommended by the consultant based on Council feedback that the following initiative be added to the Strategic Plan, determining that “more work is needed this term.”

- Improve Customer Service (Programs)

The Town of Cobourg has laid a solid foundation for its Strategic Priorities. A number of steps should follow to move the objectives forward. The Chief Administrative Officer and staff will support Council to determine what resources are required to carry out each objective. Financial resources will be determined through the development of Operating and Capital Budgets.

Reports to Council will, where appropriate, provide references to Strategic Priorities. New objectives that arise through the term of the Council will be considered through the lens of these strategic focus areas and the resources necessary to implement new objectives will be contemplated alongside the objectives in this plan.

7. FINANCIAL IMPLICATIONS/BUDGET IMPACTS

There are no additional financial or budget implications for the Mid-Term Review Report. Staff will bring forward the appropriate budget requests that align with

the priorities of the Strategic Plan and will be included in the 2022 Municipal Operating and Capital budget process.

8. CONCLUSION

That Council receive the Mid-Term Review Report in relation to the 2019 - 2022 Strategic Plan for information purposes and provide and further direction to staff.

Report Approval Details

Document Title:	Mid-Term Strategic Plan Report - Chief Administrative Officer-020-21.docx
Attachments:	- Cobourg Strat Plan Report of the Facilitator.pptx
Final Approval Date:	Apr 30, 2021

This report and all of its attachments were approved and signed as outlined below:

Tracey Vaughan, Chief Administrative Officer - Apr 30, 2021 - 8:20 AM