



**OFFICE OF THE CHIEF
ADMINISTRATIVE OFFICER**
Staff Report

REPORT NO: CAO-2024-11
TO: Council
SUBMITTED BY: Greg Clark, Acting CAO
PREPARED BY: Greg Clark, Acting CAO
REVIEWED BY: Greg Clark, Acting CAO
DATE: October 21, 2024
SUBJECT: 2024 Strategic Action Plan

RECOMMENDATION:

THAT Report CAO-2024-11 be received, and;

THAT the 2024 Strategic Action Plan as presented in attachment 2 be approved.

SUMMARY:

- From early spring through to the fall of 2024 an ongoing collaborative process was undertaken to engage the community, council and staff in developing an action plan for the township.
- Through a series of meetings and engagements the input was reviewed and refined, with the final report identifying four goals.
 - Financial Stability
 - Healthy Community
 - Prosperous Businesses & Balanced Growth
 - Trustworthy Leadership
- Each goal includes objectives and actions that will enable the goals to be achieved.

BACKGROUND:

With each term of Council, a municipality typically develops a set of objectives that direct the operations of the corporation over the term of Council. These objectives are informed by community input, Council priorities and insight from administration. The approval of these objectives allows for development of corporate work plans that align with corporate goals.

REPORT:

The Township engaged Linton Consulting to lead the development of the 2024 Strategic Action Plan in spring of this year, and work began based on the below parameters.

An effective Strategic Plan needs to achieve these outcomes:

- Incorporate input from the community, Council, and staff;
- Clearly articulate overarching goals and priorities;
- Establish a “roadmap for action” providing direction for budgets, projects, and operations; and
- Accomplish buy-in and shared vision among Members of Council and the management team.

Throughout the summer this work was carried out through the following.

- Leadership Team (Members of Council & Corporate Leadership Team) one-on-one interviews.
- Community questionnaire – 626 responses.
- Staff questionnaire – 61 responses.
- Session 1 (June 18) with the Leadership Team (Members of Council & Corporate Leadership Team).
- Session 2 (Aug 12): Leadership Team (Members of Council & Corporate Leadership Team).
- Community Focus Group Sessions (Sept 19) – two sessions.

This collaborative work led to the establishment of four goals.

Goal 1: Financial Stability

- Build a strong financial foundation to support our community now and in the future.

Goal 2: Healthy Community

- Provide core services and build strong community partnerships.

Goal 3: Prosperous Businesses & Balanced Growth

- Facilitate responsible growth providing opportunities to live and work in Wilmot.

Goal 4: Trustworthy Leadership

- Foster a positive and respectful working environment engaging and serving our community.

In addition to development of the Strategic Action Plan, work was also undertaken to develop a set of Core Values for the corporation. These values help to establish a framework for engagement and relationship building as the corporation works to achieve the goals of the action plan.

WORK TOGETHER

We know the best solutions come from effective communication and genuine teamwork. We will demonstrate trust in each other by embracing our differences in the spirit of finding the best answers and making great decisions for our community. We will demonstrate we have each other's back and will respect team decisions.

OPEN & TRANSPARENT

We are committed to having open and honest discussions because we recognize none of us has all the answers. We will strive to make decisions and take actions that are in the best interests of our community. We value integrity, equity, compassion, and transparency and will ensure that our actions reflect these values.

RESPECTFUL

Even when we do not agree with each other, we are committed to demonstrate that we value each other's opinions, perspectives, and areas of expertise and authority. We will not rush the decision-making process, and we will strive to provide a safe, judgement-free environment to share opinions and perspectives. We will come prepared to meetings because we value each other's time and effort.

INFORMED DECISIONS

It is important that our discussions start with the facts because we know that good information enables good decision-making. Healthy, forward-thinking discussions build common ground and contribute to evidence-based decision-making.

COURAGEOUS

We are committed to working together to do the right things in the right ways – even when these decisions are difficult or unpopular. We do this because we are committed to advancing the long-term best interests of our community. We also recognize the importance of communicating the rationale behind our decisions and actions.

RESILIENT

We recognize that we will face difficult times, and we are committed to working together to build a strong team that can persevere through hard times; adapt to change; and remain steadfast in achieving long-term positive results for our community.

ALIGNMENT WITH THE TOWNSHIP OF WILMOT STRATEGIC PLAN:

Responsible Governance – Active Communications

FINANCIAL CONSIDERATIONS:

The Strategic Action Plan has no direct financial impact, it instead guides future financial decisions to align with the goals and objectives approved by the Council. Alignment to the approved plan will be identified in future budget presentations, ensuring that the expenditures approved by Council will enable the achievement of the goals and objectives included in the plan.

ATTACHMENTS:

Attachment 1 - 2024 Strategic Action Plan Report
Attachment 2 – 2024 Strategic Action Plan Presentation