



A People Place, A Change of Pace
SHELBURNE
ONTARIO, CANADA

Meeting Date: Monday, March 11, 2019

To: Mayor Mills and Members of Council

From: **Denyse Morrissey, Chief Administrative Officer**

Report: CAO 2019-04

Subject: **Council's Strategic Plan 2019-2022:
General Update**

Recommendation

Be it Resolved that Council of the Town of Shelburne:

Receive report CAO 2019-04 "Council's Strategic Priorities 2019-2022: General Update" for information.

Background

The Town of Shelburne Council has placed significant importance on developing strategic priorities to guide their term of office during 2019-2022. This is the first time Council has developed their own strategic priorities as it was not undertaken by former Council's.

Council participated in full day strategic planning sessions held at the New Horizons Seniors Centre, Dufferin Oaks on January 16, 2019 and February 6, 2019. The sessions were led by a facilitator and senior staff were in attendance and participated.

The facilitator also outlined why strategic priorities and a plan is essential and that strategy is about choice. It serves as a roadmap to effectiveness and guides the Town. Strategic priorities will set the direction for the activities of the Town or an organization, provide a foundation for decision making, provide a focus on activities that are undertaken especially when we

operate in an environment of limited resources. Peter Drucker was also quoted by the facilitator "There is nothing so useless as doing efficiently that which should not be done at all".

The draft goals and targets which Council developed at their two sessions will be presented to the community for their input on March 20, 2019. This community consultation session will be held at the CDRC from 7 pm to 8:30 pm. The community will also be able to provide input through our online engagement tool 'Bang The Table'. This on-line component of the community consultation is expected to commence in early April 2019.

Analysis

The role of Vision, Mission and Values was presented by the facilitator:

- ❖ Our VISION guides the Town.
- ❖ Our MISSION is what we do.
- ❖ Our VALUES are our core beliefs that underpin our activities.

Council developed the following for The Town of Shelburne:

VISION

- To be an engaged, connected and innovative community.

MISSION

- To build a strong, vibrant community, honour our heritage and celebrate our diversity.

VALUES (in no particular order)

- Innovative
- Respect
- Integrity
- Engaged
- Community

Council also developed their Goals which is what they want the Town of Shelburne to be known for, reflect and represent. They also developed Targets for each Goal:

- ❖ Sustainable
- ❖ Engaged
- ❖ Livable

SUSTAINABLE GOALS

Targets:

- Develop long term (10 – 15 year) financial plan.
- Infrastructure plan evaluation
- Invest in critical infrastructure for future
- Promote balanced growth
- Protect and conserve the natural environment
- Municipal services review and evaluation

ENGAGED GOALS

Targets:

- Improve technology.
- Promote more open communication.
- Promote partnerships and collaboration
- Enhance marketing and education

LIVABLE GOALS

Targets

- Promote age-friendly, multicultural community
- Improve and enhance parks and recreation services
- Improve community connections
- Support and celebrate arts and culture

Key performance indicators (KPIs) for each target were also listed by Council. A summary of that information and the development of action items for each Target with recommended timelines for each KPI is being completed by staff and is in progress.

Council also identified that a review and the evaluation of our current logo(s), images, and brand would be beneficial. This review would include community consultation.

Financial Impact

The \$9,450 costs associated with the project were included in the 2019 Council budget. These costs were offset by a transfer from the election reserve of \$7,000.

Policies & Implications

Not applicable

Consultation and Communications

Community consultation through a community session and on-line engagement.

Information will also be shared and promoted using our web site, and social media platforms including Facebook, twitter and Instagram.

Supporting Documentation

Respectfully Submitted:

Denyse Morrissey, CAO