



**Meeting Date:** January 20, 2021

**Submitted by:** Michael Di Lullo, CAO

**Report No:** CAO-1-2021

**Subject:** Corporate Strategic Plan

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**Recommendation:**

THAT Report CAO-1-2021 re: Corporate Strategic Plan be received;

AND THAT Council approve the new corporate strategic plan appended to Report CAO-1-2021.

**Purpose:**

This purpose of this report is to inform Council on the development of a new corporate strategic plan that will set the vision for the municipality over the next five years.

**Background:**

Municipalities operate in a complex and active environment. Understanding the changing dynamic, making strategic decisions and ensuring timely implementation of key deliverables are all critical elements to a thriving municipality.

- Middlesex Centre is in the midst of transformation, with new and enhanced functions from asset management to organizational growth and development
- The external pressures to provide increased levels of service within the limited revenue sources available to municipalities, as well as the challenging economic climate, a global pandemic and need to ensure community development is balanced and sustainable for today and tomorrow all add to this complexity

Considering these dynamics, it is important to have a clear understanding of the overall strategic direction that will move the municipality forward.

What initially commenced almost a year ago, was disrupted by the COVID-19 pandemic and re-initiated over the summer 2020 and has now been brought to a conclusion is a new corporate strategic plan. This document represents the results of a collaborative process to develop a collective vision and strategic direction for the municipality over

the next five years. It articulates what the community wants to achieve and how the municipality will work towards those goals. The plan will help to guide the allocation of limited resources to those initiatives with the highest priority impact.

### **Analysis:**

Following extensive outreach and communication, the strategic plan provides a voice for our community. This outreach was conducted in a variety of mediums ranging from surveys (random and targeted) to meeting with an array of community groups and associations, elected officials and municipal staff. This document represents the vision of the community and how they foresee Middlesex Centre evolving in the future.

The document is broken into five strategic priorities with specific objectives and initiatives that will set an agenda for Council and council to work towards over the term of the plan.

Priority 1: Engaged Community

Priority 2: Balanced Growth

Priority 3: Vibrant Local Economy

Priority 4: Sustainable Infrastructure and Services

Priority 5: Responsive Municipal Government

### **Implementation of the Plan:**

Implementation of the strategic plan is anticipated to include a variety of processes and approaches to embed the priorities and objectives into the ongoing operations of the municipality. This will be achieved with annual reporting (minimum) to Council and the public to ensure that we are working to meet the various objectives.

Staff will now develop business/work plans based on the objectives identified in the strategic plan. These plans will serve as a roadmap to achieving the objectives over the next five years.

### **Mission, Values and Vision:**

While the strategic plan sought to gather an abundance of suggestions from various sources, a review of the current mission, values and vision (MVV) were not part of the consultation process.

However, an internal process was completed simultaneously whereby municipal staff had an opportunity to provide input and refresh the MVV that has been guiding our work since 2012. This process fostered staff engagement and buy-in to the MVV and the overall strategic plan. The new MVV, presented in the strategic plan aligns with and complements the new strategic plan that is before Council.

### Next Steps:

The development of the strategic plan for the municipality has been an exciting opportunity to coordinate, focus and align municipal activities with community goals. Staff is looking forward to the implementation of the plan. Frequent reporting and reference to the strategic plan will be a common theme as we continue to make Middlesex Centre a great place to live, work and play as we head into the future.

### **Financial Implications:**

Future expenditures related to goals within the strategic plan will be properly budgeted and organized for Council consideration.

### **Strategic Plan:**

This matter aligns with following strategic priorities:

- 5d. Operational Excellence: Building a common municipal vision.
- 5f. Operational Excellence: Adapting to changing demands and expectations.

### **Attachments:**

Appendix – Correspondence from Erebus Municipal Services Inc.

Appendix – Corporate Strategic Plan