

To: Warden and Members of County Council

From: Chief Administrative Officer

Strategic Directions Update – June 2021

RECOMMENDATION

1. That Report No. CAO 2021-02 entitled “Strategic Directions Update – June 2021” be received for information.

REPORT HIGHLIGHTS

- This report is provided to give Council an update on which Strategic Directions have been most, and least, referenced in staff reports to-date in 2021.
- While all six Strategic Directions are represented, staff reports referenced ‘Thinks Ahead and Wisely Shapes the Future’ most frequently, followed by ‘Works Together’, and ‘Performs and Delivers’.

Implementation Points

The 2020-2022 Strategic Plan provides staff with Strategic Directions to ensure they are reflected in our daily operations and in our annual business plans and budgets. References to the Strategic Plan are included in all County Council Reports.

Financial Impact







There are no financial impacts associated with this report.

Communications

The primary audience for this semi-annual update is Council, hence communication efforts are focused on providing the report itself to Council. The Senior Leadership Team will use Attachment No.1: Strategic Directions Update June 2021 to stimulate discussion among themselves.

This report will be made available to the next Council to inform the development of the next Strategic Plan.

Strategic Plan (2020-2022)

					
WORKS WELL TOGETHER	WELL CONNECTED	SHAPES THE FUTURE	INFORMS & ENGAGES	PERFORMS & DELIVERS	POSITIVE IMPACT
				5.i. 5.ii.	

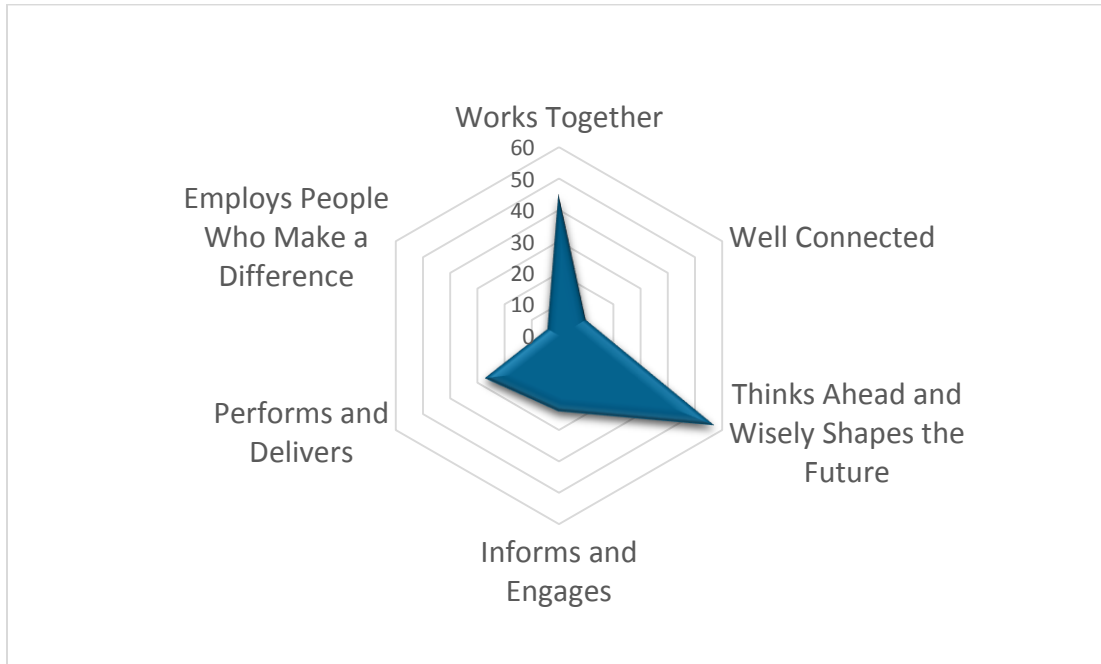
DISCUSSION

Background

Following on [Report No. CAO 2020-06](#) presented to Council on December 9, 2020, the Office of the CAO has been tracking references to Council's Strategic Directions in every 2021 staff report, to be able to provide Council with a snapshot at regular intervals of where efforts are being focused in relation to the Directions. This helps Council to draw a line-of-sight between their Strategic Directions and staff efforts. While it may not capture ongoing operational activities that do not require a Council report, it gives Council a sense of the Strategic Directions most (and least) referenced in staff reports, providing insight to inform not only the implementation of the current Strategic Plan, but also future iterations.

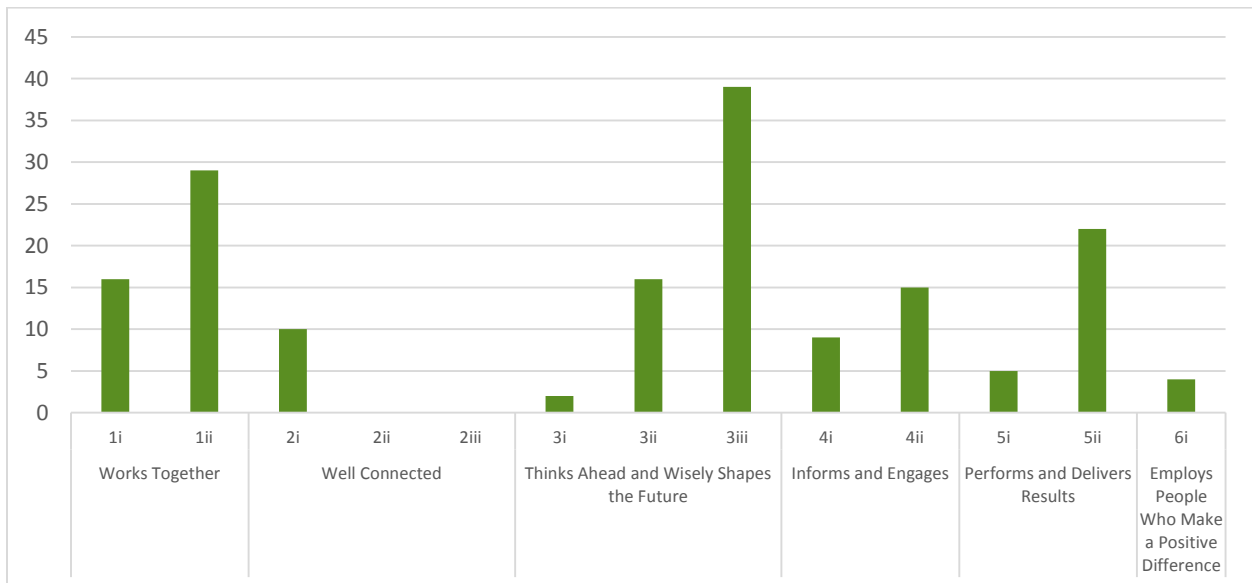
Comments

The radar graph below illustrates the total number of times that each of the six Strategic Directions were referenced in staff reports between January 13 and June 9, 2021 (a total of 167 references). While all six Strategic Directions are represented, staff reports referenced 'Thinks Ahead and Wisely Shapes the Future' most frequently, followed by 'Works Together', and 'Performs and Delivers'.



The difference in the number of references can be, in large part, attributed to the clarification of how directions and directives were referenced in staff reports and a continued understanding of how to apply these references. The practice of tracking and reporting on the Strategic Directions started in January of 2021.

The bar graph below shows the number of times each of the directives were referenced in 2021.



The three most frequently referenced Strategic Directions to date in 2021 are:

- **Thinks Ahead and Wisely Shapes the Future (3iii)** – Demonstrate a commitment to community wellbeing and sustainability.
- **Works Together (1ii)** – Enhance community wellbeing.
- **Performs and Delivers Results (5ii)** – Deliver exceptional services.

The three least frequently referenced Strategic Directions to date in 2021 are:

- **Is Well Connected (2iii)** – Strengthen community access to Internet / broadband connectivity
- **Is Well Connected (2ii)** – Advocate for federal and provincial support for freight and passenger rail enhancements for Southwestern Ontario (as outlined in the SouthwestLynx Plan and associated reports)
- **Thinks Ahead and Wisely Shapes the Future (3i)** – Influence federal and provincial policy with implications for the County

Conclusions

This report does not suggest that the least referenced Strategic Directions are any less important than those that are referenced the most. It allows Senior Staff to identify which areas may warrant some additional reports to Council. For instance, much is done on a regular basis to enhance our attractiveness as an employer of choice, such as benefit reviews, flexible work arrangements, policy enhancements, etc. but not reported to Council.

It is also intended to spark a continuous dialogue about fulfilling our strategic commitments. A more fulsome report with commentary is provided as Attachment 1.

SIGNATURES

Report Author:

Original signed by

Dennis Guy
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Approved for submission:

Original signed by

Michael Duben, B.A., LL.B.
Chief Administrative Officer

ATTACHMENT

Attachment 1 - Strategic Directions Update June 2021