

MUNICIPALITY OF THAMES CENTRE

REPORT NO. CAO-006-23

TO: Mayor and Members of Council

FROM: Chief Administrative Officer

MEETING DATE: June 26, 2023

SUBJECT: MUNICIPAL SERVICE INVENTORY and NEW STRATEGIC PLAN

RECOMMENDATION:

THAT Report No. CAO-006-23 be received for information;

AND THAT staff be directed to initiate a new strategic planning process for Council to formalize its Term of Council Priorities.

PURPOSE:

The purpose of this Report is to inform Council regarding initiating the 2023 Municipal Service Inventory project and a new Strategic Plan for the Municipality of Thames Centre.

The service inventory will provide Council and staff with a baseline of all services provided by the municipality in association with budget allocations and any existing performance measures. This project will provide Council and senior management with vital information as part of the development of a new Strategic Plan and the ability to establish, measure, and report key performance indicators which will then support the formulation of the 2024 Draft Budget.

In parallel, a new Strategic Plan will provide a roadmap for the municipality to reach current, medium range and longer term goals. The Strategic Plan will engage the community and staff for the purpose to provide Council with the foundational pillars that will set their strategic priorities for the remainder of the Term, and, provide future terms of Council with the ability to bring medium-range and longer-term goals across the finish line.

Upon the completion of the Strategic Plan process, combined with inputs from the Municipal Service Inventory, performance measures can be developed to monitor the progress of the priority goals. Information regarding performance information will be publicly reported.



BACKGROUND:

The 2020-2024 Strategic Plan was adopted within the previous Term of Council on April 12, 2021. It is typical for municipal Councils' to initiate their Term of Council priorities based on renewed mandates from the community due to recent elections.

COMMENTS:

A **municipal service inventory** will identify all of the municipality's internal and external services and the associated operating and capital cost centres required to deliver each service. Where available, existing performance measures will also be included.

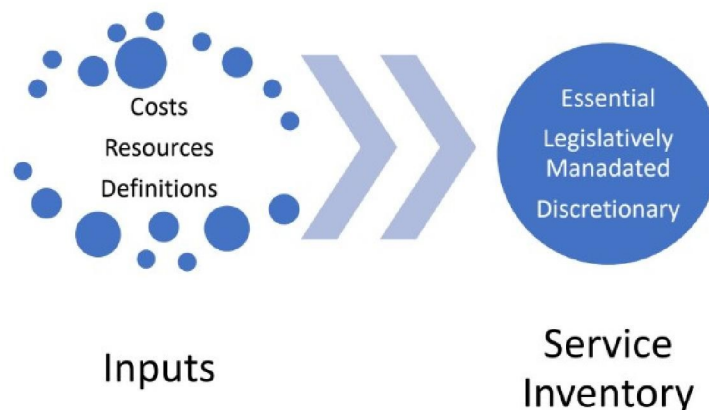
Internal services are typically delivered as support services to departments, such as payroll, human resources, legal, information technology, and building maintenance. In contrast, external services, such as parks, cemeteries, recreation, road maintenance, and fire and emergency services, are delivered to the public.

Some departments and their associated divisions deliver internal and external services. For example, the Clerks Division provides support services to departments in the development of staff reports and committee administration, and also provides public services such as marriage licenses and Freedom of Information requests.

The delivery of each service is further classified as essential, legislatively mandated and/or discretionary. Finally, the municipal service inventory will describe the service being delivered, which will include whether the delivery model is municipal, contracted, or a shared service with other municipalities.

The Municipal Service Inventory will also serve as a baseline for developing a new and future Strategic Plans, and establish Key Performance Indicators (KPIs). Thereafter, all three instruments (service inventory, strategic plan, KPIs) will provide Council and staff with vital information for subsequent and annual budget deliberations.

The municipal service inventory will be a living document, a responsibility of the CAO's Office, and change as the Municipality adds, adopts, or modifies any given forward-facing service or internal support function. This will provide the municipality with the agility to transition in an effort to meet changing community needs or legislatively mandated programs.



Municipal Service Inventory Project Timeline and Deliverables

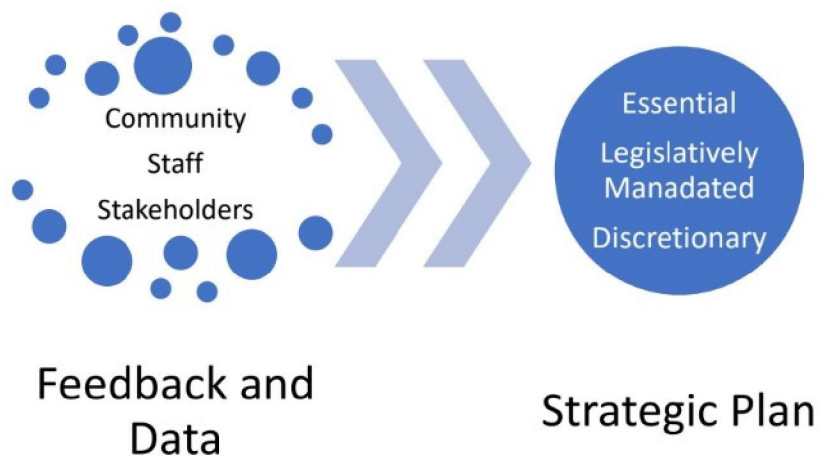
- June/July Consultation with Senior Management – Methodology Departmental Self-Assessment Tool
- July Analysis and Validation of Information Draft Report to Senior Management
- August Final Report

Strategic Plan

As a parallel project, a **new Strategic Plan** will provide a roadmap for the municipality to reach immediate goals (2023), medium-range goals (2024-2026), and longer-term goals (2026-2033).

The Strategic Plan will engage the community in various medium formats (such as town halls, online surveys, and stakeholder interviews) to promote residents and business owners to participate in the project. Consultation with staff (management and front-line) will be instrumental for institutional knowledge, operational awareness, and technical information.

Gathered feedback and data from the community and staff will be analyzed to establish common themes, objectives and goals. A workshop with Council will be conducted where Councillors will develop their strategic priorities for this term of Council and provide new terms of Council with the ability to bring medium-range and longer-term goals across the finish line.



Strategic Plan Project Timeline and Deliverables

- June Project Launch
- July Consultation
- August Analysis and Validation of Information Draft Report to Senior Management
- September Final Report and Presentation to Council

FINANCIAL IMPLICATIONS:

The CAO's Office will retain consultative services to complete the Municipal Service Inventory and the new Strategic Plan from funds within the approved 2023 Operating budget. For cost efficiencies, a sole vendor may be selected in compliance with the Procurement ByLaw.

The timeline for this project is essential for Council's 2024 Budget preparation process beginning in the Fall of 2023. A municipal service inventory will provide a snapshot of current state service delivery; Council's new Strategic Plan and priority setting will formalize the vision of what this Council would like to achieve in its Term – the subsequent budget process will ensure resources are aligned with Council's objectives and staff have the ability to execute the new plan.

STRATEGIC PLAN LINK

Pillar: Responsive Leadership

Core Values: Transparency, fiscal responsibility and resiliency are essential for all departments, leadership and staff; and,
Effective, efficient and sustainable service delivery.

CONSULTATION:

Senior Management Team
Council

REFERENCES:

- 2020-2024 Strategic Plan
- 2023 Budget

ATTACHMENTS:

- None

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