



THE CORPORATION OF THE TOWN OF AMHERSTBURG

OFFICE OF THE CAO

MISSION STATEMENT: Committed to delivering cost-effective and efficient services for the residents of the Town of Amherstburg with a view to improve and enhance their quality of life.

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To: Mayor and Members of Town Council

Subject: Community Based Strategic Plan Development

1. RECOMMENDATION:

It is recommended that:

1. Council **DIRECT** Administration to issue a Request for Proposal for a consultant to lead and facilitate the creation of a Community Based Strategic Plan; and
2. Council **APPROVE** an upset limit of \$70,000.00 to fund this project, which amount shall be funded from the Contingency Reserve.

EXECUTIVE SUMMARY:

N/A

2. BACKGROUND:

A Community Based Strategic Plan is a key document which is created with Council and the Community and guides the direction of the Municipality, its major projects, and focus over the period of the plan. It provides the necessary information and direction for Council and staff to make rational, informed decisions, allocate resources, provide the right programs and services and address strategic issues facing the Municipality, now and into the future.

In 2016, Amherstburg Town Council, together with the help of an external consultant as facilitator, approved a five year Community Based Strategic Plan which was in effect from 2016-2021. That plan focused on four pillars being:

- Marketing & Promotion
- Economic Development
- Investment in Infrastructure
- Fiscal Sustainability

During the “term” of the plan, work was done to further the objectives set out under each of the four strategic pillars and strides were certainly made under each category. Moving forward, given that the time period for this plan has expired and the fact that the municipal, economic and community landscape has evolved in almost seven years since the plan was adopted, Council may now wish to create a new Community Based Strategic Plan which will provide a framework for the work of the municipal government over the next 5-10 years.

3. DISCUSSION:

The purpose of a Community Based Strategic Plan is to consult with the community in order to identify prioritized objectives that can be actioned, measured and monitored. The plan then becomes the guiding document for Council to be proactive rather than reactive in making decisions and allocating municipal resources.

Generally, when Community Based Strategic Plans are undertaken by municipalities, a consultant is engaged to work with Council and the Community to complete the project. While Administration would be involved in the process, the Plan belongs to Council and the Community and, in order to ensure transparency and buy-in from all stakeholders, it is considered a “best practice” to have an independent consultant guide the initiative. The consultant (s) chosen should be knowledgeable with respect to the municipal legislative framework and operational landscape and should be experienced in community engagement, Council and stakeholder facilitation, and the final preparation of the Plan.

Further, the consultant, which would be selected through a Request for Proposal process, will work with all stakeholders to create a Strategic Plan which has long-range (e.g. vision, mission, values), medium term (e.g. priorities, goals and objectives) and short term (e.g. specific action plans) implications. The priorities and action plans established in the Community Strategic Plan will then be used by Administration to create a Corporate Strategic Plan which will detail how Administration will fulfill the goals and objectives that Council and the Community have set out. Performance measures and indicators will also be a feature of the Plan to enable Council and Administration to annually monitor the plan’s implementation and issue an annual “report card” on the progress made.

4. RISK ANALYSIS:

The recommendation presents no risk to the Municipality. A Community Based Strategic Plan will establish a unified vision and priorities for the Municipality to collectively move forward. Should Council elect not to move forward with the plan there is a risk that future Council decisions will not be focused on goals and objectives that are reflective of the needs and priorities of the Community.

5. FINANCIAL MATTERS:

When the initial Community Based Strategic Plan was undertaken by Council in 2016, an amount of \$70,000.00 was allocated to the project with the final cost being \$47,224.00 (which included the cost of a telephone survey). Based on this information, and considering the passage of time, it is projected that the cost for the current project will be in the range of \$50,000-\$70,000.00. Therefore it is recommended that Council approve the upset limit of \$70,000.00 for the project to be funded from the Contingency Reserve. As of October 31, 2022 the balance in this reserve was \$270,387. In addition, there is a projected surplus in the Council Services area for 2022 of \$60,000 which will be earmarked to be place into the Contingency Reserve to offset the requested amount.

6. CONSULTATIONS:

Senior Management Team.

7. CONCLUSION:

Administration recommends approval of the amount of \$70,000 to fund the Community Based Strategic Plan project and that it be directed to issue a Request for Proposal for a consultant to lead the process.



Valerie Critchley
Chief Administrative Officer

VCC/hs

Report Approval Details

Document Title:	Council Strategic Planning.docx
Attachments:	
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This report and all of its attachments were approved and signed as outlined below:



Tracy Prince



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