

REPORT FROM THE CHIEF ADMINISTRATIVE OFFICER

DESCRIPTION

Re: Strategic Plan Renewal

RECOMMENDATION

THAT the report from the CAO re. the Strategic Plan be received;

AND THAT Council direct administration to launch a strategic planning exercise as soon as possible

AND THAT the negotiation method in the city's procurement policy be used to contract the services of Tim Dobbie Consulting Ltd. at an upset cost of \$30,000 plus applicable taxes including public consultation in a similar scope of work to the 2015 strategic plan exercise

AND THAT the required funds be pre-approved in the 2023 municipal operating budget for General Government - Contracted Services.

BACKGROUND

The City of Elliot Lake's current Strategic Plan was drafted and implemented in 2015. The same plan remained into the 2018-22 term. A progress report of sorts was done in the spring of 2021. A new strategic plan/ update is needed for the incoming Council to reset the agenda for the coming term. It also allows for staff and to a degree the public to bring forward items that need Council's attention and resources in the future.

The 2015 exercise was facilitated by Tim L. Dobbie Consulting Ltd following a competitive RFP. The exercise was well done and the plan succinct and workable. The methodology included public input and senior management team participation.

Attached is the strategic plan (vision / goals) and an updated progress report that unscientifically attempts to summarize what was generally accomplished in the past two terms including notes where applicable.

ANALYSIS

Developing a new plan or updating the existing one for today's reality is a 3-4-month exercise. If the city can start that process within weeks not months, Council and administration can maximize the 4-year Council mandate and lay the groundwork for a 10-year horizon. If Council endorses this concept, the following two options are both workable solutions in the coming weeks:

Option A in-house: conduct a largely in house facilitated exercise following the notes and process from the 2015 exercise. The management team will work with Council and the public to update the plan using the same or similar process and notes from 2015. As needed, staff can review milestones and liaise with Dobbie Consulting and other resources in a modest support role. This would be the least costly and likely quickest solution. If in house option is preferred the following motion would be appropriate:

AND THAT Council direct administration to launch a strategic planning exercise as soon as possible using in-house resources and including public consultation in a similar scope of work to the 2015 strategic plan exercise

Option B consultant (recommended): contract Tim L. Dobbie Consulting Ltd. to update the plan using similar methodology and best practices for strategic planning at upset cost of \$30,000 plus applicable taxes.

Regardless of what option is ultimately selected, once the plan is refreshed and adopted, an improved process for implementing the plan and tracking progress annually will be designed and implemented. Mr. Dobbie can no doubt assist the city in that effort.

FINANCIAL IMPACT

Option A: approx. \$5,000

Option B: \$30,000 (recommended)

LINKS TO STRATEGIC PLAN

This event aligns with the City's Strategic Plan through:

- Strong Municipal Corporate Administration and Governance

SUMMARY

In order to effectively update the overdue municipal strategic plan, direction is needed to either secure the resources of a consultant or begin the process internally with existing staff as soon as possible.