

Seguin Township Council & Senior Management Team Strategic Planning Session

May 21st, 2019

Seguin Township

Council Chambers

12:00 noon – 4:00 pm

12:00

Welcome & Introductory Remarks

Mayor Ann MacDiarmid



12:10

Meeting Purpose & Objectives

Karen Wianecki, Director of Practice, Planning Solutions Inc.

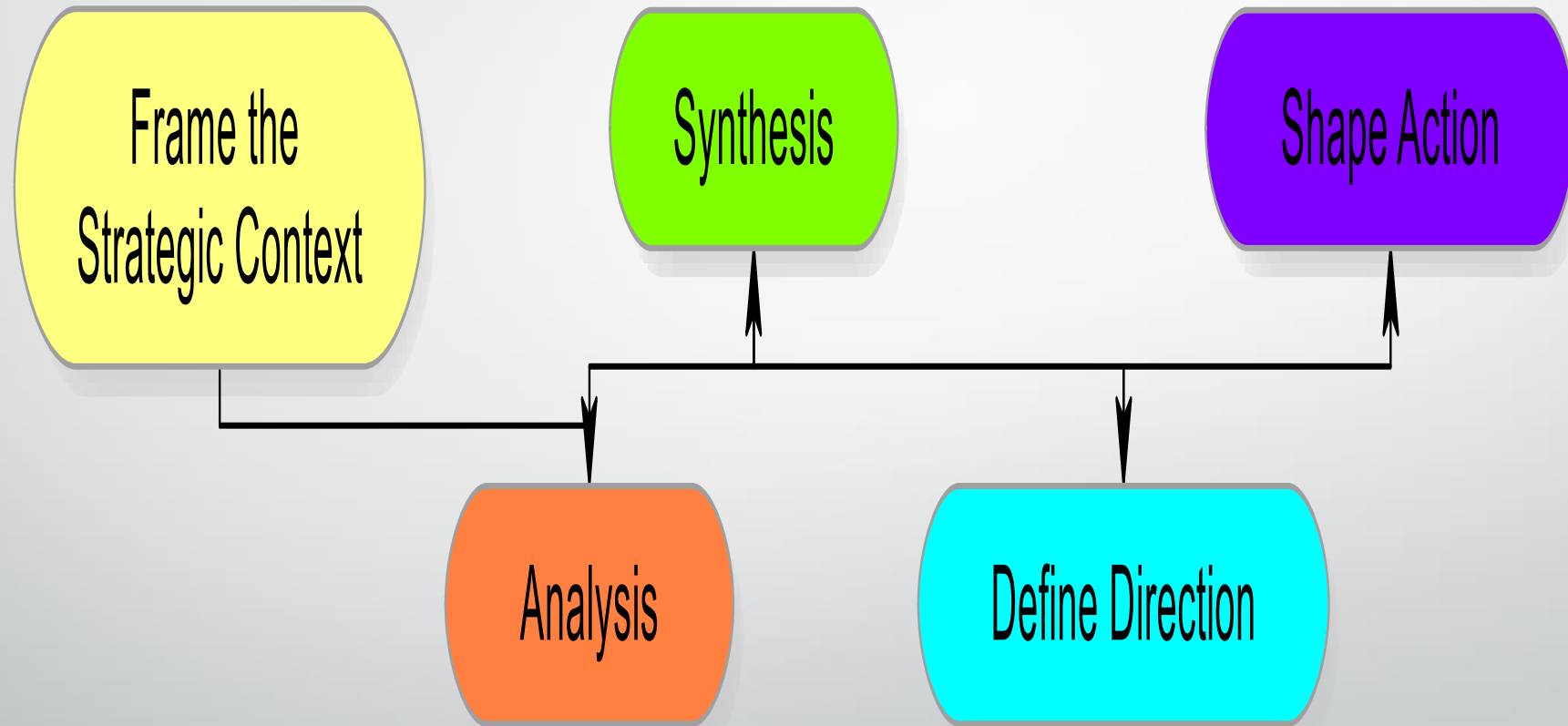
Meeting Purpose & Objectives

1. Review the 2005 and 2019 Strategic Plans;
2. Assess the progress that has been made vis-à-vis defined priorities;
3. Begin work to develop the 2019-2022 Strategic Plan that includes a relevant and reflective Vision, Mission (?), Values, Goals(s), Strategic Directions and Objectives;
4. Define an initial list of Council-driven strategic priorities for this term of Council; and
5. Discuss next steps.

Agenda



OUR APPROACH & PROCESS*



* Queen's Model

Key Outcomes for Today...

1. Trend Line Analysis – Environmental Scan
2. SCOP Assessment
3. Your thoughts...Vision, Mission (?), Values, Goals, Objectives, Actions
4. Identifying Next Steps
 - Engaging Community Members
 - Other Process Considerations

Some Initial Observations

- This is **your** Plan and **your** process
- We are dedicated to your success
- We are working as a 'whole team' with Township staff
- The Strategic Plan is a Council-driven document, not a Community Strategic Plan; that means this is being driven by Council. It is an articulation of the specific actions that you will collectively undertake for this term of Council.
- As a result, it must be:
 - Relevant
 - Broadly Supported
 - Laser focused on the things that matter

Some Initial Observations

- Process Is As Important As Product
- The world has changed dramatically since the current Plan was developed...more changes are coming
- Seguin Township needs to make strategic decisions today that will shape your future
- The Strategic Plan offers you an opportunity to validate where you are going and how you will get there
- It will be your Billboard that will allow Council to communicate to those you serve what priorities you will focus on and the achievements you will make over this term of Council



Engagement Approach

External

- Invitation to Community Members to share ideas via dedicated Township email address
- 12 Thought Leader Interviews (May) – G I C
- Public Information & Listening Session (June 15 - morning)
- Stakeholder Information & Listening Session (June 15 - afternoon)


Internal

- SMT-driven Staff Focus Groups (Kitchen Table Dialogue Guide)
- Council & SMT Session (May 21)

12:15

Getting The Big Picture
(The Macro Environment)
Environmental Scan

Karen Wianecki



12:45

Trends & Their Implications

Roundtable Dialogue



What trends do you believe will have the most critical impact on Seguin Township?



Are there other trends and changes that you believe are coming that were not referenced in the Scan?



Based on what is and what is coming, what do you believe needs to be done to position Seguin Township for success?

12:45
Key
Questions

1:00

SCOP Assessment

Roundtable Dialogue...

Roundtable Dialogue

- What do we do well at the Township?
- What challenges are we facing?
- What can we do to ensure even greater success?
- Where/What are the strategic opportunities for Seguin Township?

Where will we play?

How will we win?

1:20

Insights & Observations
from Staff & Early Thought
Leaders

Jamie Robinson, MHBC

External Thought Leader Input

Changes in the last 4 years	Anticipated Changes That Are Coming
<p><u>The Demographics:</u> Growth – small and large lakes Influx of Retirees – ‘The Silver Tsunami’ Increase in Day Visitors</p>	<p>Continued demographic pressure Broader range of housing choices to accommodate changes in the population base Public Health, Safety & Wellbeing will continue to be a focus – increased emphasis; Health Care Reform (Partnerships) Need to better engage youth – emphasis on retention Transportation costs and the price of gas may impact tourism</p>
<p><u>The Environment:</u> Stronger Storms New environmental challenges (blue-green algae)</p>	<p>Better understanding of ‘the planning process’ Growing need for environmental monitoring, compliance and enforcement More ‘eyes on the process’ – need for consistency in approach – ‘Adhere to the Rules’</p>
<p><u>The Economy:</u></p>	<p>Potential for expanded commercial development in Seguin</p>

External Thought Leader Input

Improve Level of Service By...	Things That Need Fixing Include...
<ul style="list-style-type: none">• Better Communications – Make Things Clearer – Tweak Messaging – You are Doing a Good Job• Be Service and Solutions-Driven• Use Clear Language when Communicating, particularly about zoning• Streamline & Improve the Building Permit Experience• Greater Support for Rosseau Nursing Station• Road Maintenance (ongoing issue)	<ul style="list-style-type: none">• Respect – By All For All• Predictability, Consistency, Transparency• Be a 'Can Do' Organization• Advance a 'Whole Team' Approach" – Work Together• Follow Up & Follow Through (septic inspections)• Township Aesthetics – fix broken signs; better wayfinding• Beach & Boat Launch – Safety Concerns• Tie Waterfront & Community together• More Education about Night Skies, Lighting and Impact on Wildlife

'We are very happy in Seguin Township'

'We have a lot to be proud of'

'There is always room for improvement'

'We all need to be experts in kindness, compassion and service'

Adopt a Positive Contributor Philosophy

"Ann is changing the dynamic already"

External Thought Leader Input - Suggested Priorities

- **Responsible Growth**
 - Encourage the right industry and the right jobs – manage growth responsibly – ‘We Can Have It All’
 - Designate good areas for commercial and industrial development; more investment in infrastructure
 - Deal with Residential and Commercial Development appropriately
- **Environmental Stewardship**
 - Climate Change Mitigation (Flooding) – Regional Climate Change Action Plan
 - Acknowledge Seguin as part of the UNESCO Biosphere Reserve (working landscape)
 - Track Water Quality, Air Quality, Water Levels & Flows, Address Invasive Species
 - Commit to setting aside some lake-based natural or ‘preserved land’ – not a financial commitment, a Council commitment in principle
 - Environment has to be a priority in decision making – BE AN ENVIRONMENTAL LEADER
- **Public Service**
 - Build Partnerships (with business; to support affordable housing and seniors)
 - Stronger, Professional Team
 - Customer-focused permitting – respectful, responsible, collaborative and solutions focused
 - Streamlined Zoning
 - Explore Shared Service Delivery
 - Maintain current quality of financial management (Balance the budget, keep taxes low)

Specifics

- Active Transportation (residential and recreational bike lanes, walking trails, multi-use trails)
- Better Use of Existing Assets (i.e. Airport, existing pool at Tapitoo)
- Communication - Annual Reporting on Progress, More Communication to the Public
- Education & Environmental Literacy – Better Public Education about Environmental Stewardship
- Internet & Connectivity – Better and More Reliable Broadband
- Improved Wayfinding & Signage
- Lake Carrying Capacity – Monitor for Water Quality
- Library Hours & Access – Make Library More Accessible (i.e. weekend hours)
- Maintenance Standards & Aesthetics (i.e. bench and garden maintenance)
- Recreation: Improve Recreational Opportunities - A Pool (Pool at Rosseau Lake College, walking & biking trails) – identify partnership opportunities and collaborate
- Recycling Plastics at the Dump
- Short-term Cottage Rentals – Develop Standards (distinguish between rental ‘businesses’ and owners who rent selectively)
- Tourism (Bike Designation)
- Washrooms in the Village of Rosseau

Staff Input, Observations & Suggestions

- Input from 37+ Staff (Clerk's Department (N=4); Community Services (N=9); Fire Service; Planning & Building (N=9); Public Works (N=11); Treasury (N=4))

Strengths	Challenges
<ul style="list-style-type: none">- Progressive- Professional team (knowledgeable, caring, supportive)- Variety of programs- Natural environment, rural setting, lack of urbanization; nice place to live; trails, access to lakes- Low tax rate- Good Inter-departmental cooperation and communication	<p><u>The Organization:</u></p> <ul style="list-style-type: none">- Council and Staff – clearer lines of sight and functional split- Prevalence of 'The Rumour Mill' & Negative Press – Change in Culture- Lack of Respect for some- More timely response to phone calls/voice mail by some depts.- Ageing workforce, Wages and benefits <p><u>The Township:</u></p> <ul style="list-style-type: none">- Managing growth- Reliable and affordable Internet- Lack of affordable housing and boat parking- Road conditions- Priorities for capital projects- Health care

Staff Input, Observations & Suggestions

Priorities

- Build an Environment of Trust
- Customer Service Focus; improved transparency, communications, relationships [All for One, One for All]
- Better Public Education & Communication (plan and permit FAQ, planning application flowchart)
- Reliable and Affordable Internet
- More Public Support During the Building/Permitting Process – Solutions Focus
- Make Better use of Technology (tele-Seguin)
- Focus on the environment – as a priority in decision making
- More affordable housing, better road maintenance, more capital for aging infrastructure, pool, Arena expansion
- Better & More Accessible Healthcare
- Affordable Programs for Children
- Boundary Adjustment
- Continue to invest in staff training and development
- Embrace & Advance a “Culture of Fun”

1:30
Your
Collective
Insights:
Critical
Council-
driven
Priorities

What are our top priorities? What should the 'key and critical focus' be moving forward? Where should Council be focusing its efforts?

What are our "Need To Do" priorities?

What can we focus on together that we cannot do alone?

What are we not making progress on that must become a focus?

What are we focusing on that is no longer a priority?

Are there key messages that should be included/articulated in the new Strategic Plan?

1:50

Putting the Pieces Together...Defining the Approach

Collaborative Dialogue & Deep Dive
Into the Current Strategic Plan

Karen Wianecki

Building the Strategic Framework

- Every organization needs to consider:
 - **Doing Things Right**
 - **Doing The Right Things**
- Strategic Plan Is the Township's Billboard
- Key questions to be addressed :
 - **What do we need to do to be successful in the future?**
 - **How well are we positioned for the future?**
 - **What needs to change and in what ways?**
 - **How will we make the necessary changes?**

Topic 1: Current Strategic Plan (Structure, Focus, Format)

KEY QUESTIONS

- Do you support the structure of the current Strategic Plan?
- What changes would you recommend?
- Is there anything missing from the current Plan?

Topic 2: Vision

KEY QUESTIONS

- Do you support the three Vision Statements?
 - Community Vision?
 - Municipal Vision?
 - Employee's Vision of the Workplace?
- Are changes needed? What changes would you recommend?

The Vision

- The Vision is your inspiration. It describes a set of ideals and priorities; it describes a picture of the future; it is what makes Seguin Township unique.
- The vision describes the BAG – Big Audacious Goal. It represents a significant challenge.
- It is clear and compelling to everyone.
- It has a clear finish line that will take time and hard work to accomplish.
- The goal should stimulate leadership activity, commitment and participation beyond the Township's current leadership.

Current Vision Statements

What Do You
Think?

Community Vision

Municipal Vision

Employee's Vision of the Workplace



Topic #3: Mission

- The Mission is your reason for being.
- It describes why you do what you do.
- It is a statement that defines clearly, your organization's purpose and focus.

No Current Mission Statement

- What Do You Think?
- Is a Mission Statement Needed?



Topic 4: Values

- A small number of timely, guiding principles that do not require external justification.
- They have intrinsic value to the organization.
- Core values are fundamental in that they seldom, if ever, change.
- They define behavior required in order for the organization or entity to achieve its purpose.



Current Corporate Values

- **Corporate Values**
- **Employee Values**

What Do You Think?

Have your values changed?

How will you define success moving forward?

Do you need different Corporate & Employee Values?

Topic 5: Strategic Directions & Goal Statements – Building A Better Community

- Are you in agreement with the three goals (Environment, Economic Vitality, Efficient & Effective Service Delivery)?
- Is anything missing?
- What changes would you recommend?



Topic 6: 2019 Objectives

- What recommendations do you have regarding the 2019 Objectives currently contained in the Strategic Plan?
- Is anything missing?
- Is anything no longer relevant?
- When you think about the next 3 years, what critical tasks do you want to see completed?
- Do you have a 'Top 5 or Top 10' list of priorities for Council?



3:30

Insights & Observations from Staff

Jamie Robinson

The Current Strategic Plan - Staff Suggestions

Format	<ul style="list-style-type: none">- Support- Needs to be updated and revamped – QR Codes (Technology, Video, Social Media)- Greater connection to day-to-day staff operations (increase sense of staff ownership)- Review Plan every 4 years rather than every year- How do we include our volunteer groups?
Vision Statements	<ul style="list-style-type: none">- Needs to include challenges and solutions- Be more specific to Seguin- Municipal Vision: small changes: remove word “Northern”; “remove skills and replace with professional, knowledgeable, experienced”.- Community Vision: delete ‘small’- Order differently
Values	<ul style="list-style-type: none">- Support for the values- Corporate Values & Employee Values should align

The Current Strategic Plan - Staff Suggestions (cont'd)

<p>3 Goal Areas</p>	<ul style="list-style-type: none"> - More affordable housing, lobby government to restore govt. broadcasting; better internet - Add 4th 'E' – Engagement - Ensure Climate Change is referenced clearly - Ensure that 'The What" (Goal) is achievable by 'The How' (Strategies, Actions)
<p>Strategic Objectives</p>	<ul style="list-style-type: none"> - Missing affordable housing; better internet service; be more specific - Include facility maintenance goals and objectives - Recycling – promote more recycling - Illegal dumping – huge issue that needs to be addressed - Coverage in the office – focus on public service – have someone available to answer questions and assist the public at all times - Invest in technology (Windows Explorer is out of date)
<p>One Big Idea</p>	<ul style="list-style-type: none"> - Increase employment opportunities; better internet for everyone to help Seguin grow - Promote the Plan through different means (use technology to advantage) - Public Education - Invest in Internet Infrastructure - Public washrooms in Rosseau - No Pool – not needed - Visual staff reminders of the Strategic Plan – Know the Goals and Be Able to Communicate the Values to anyone

3:40

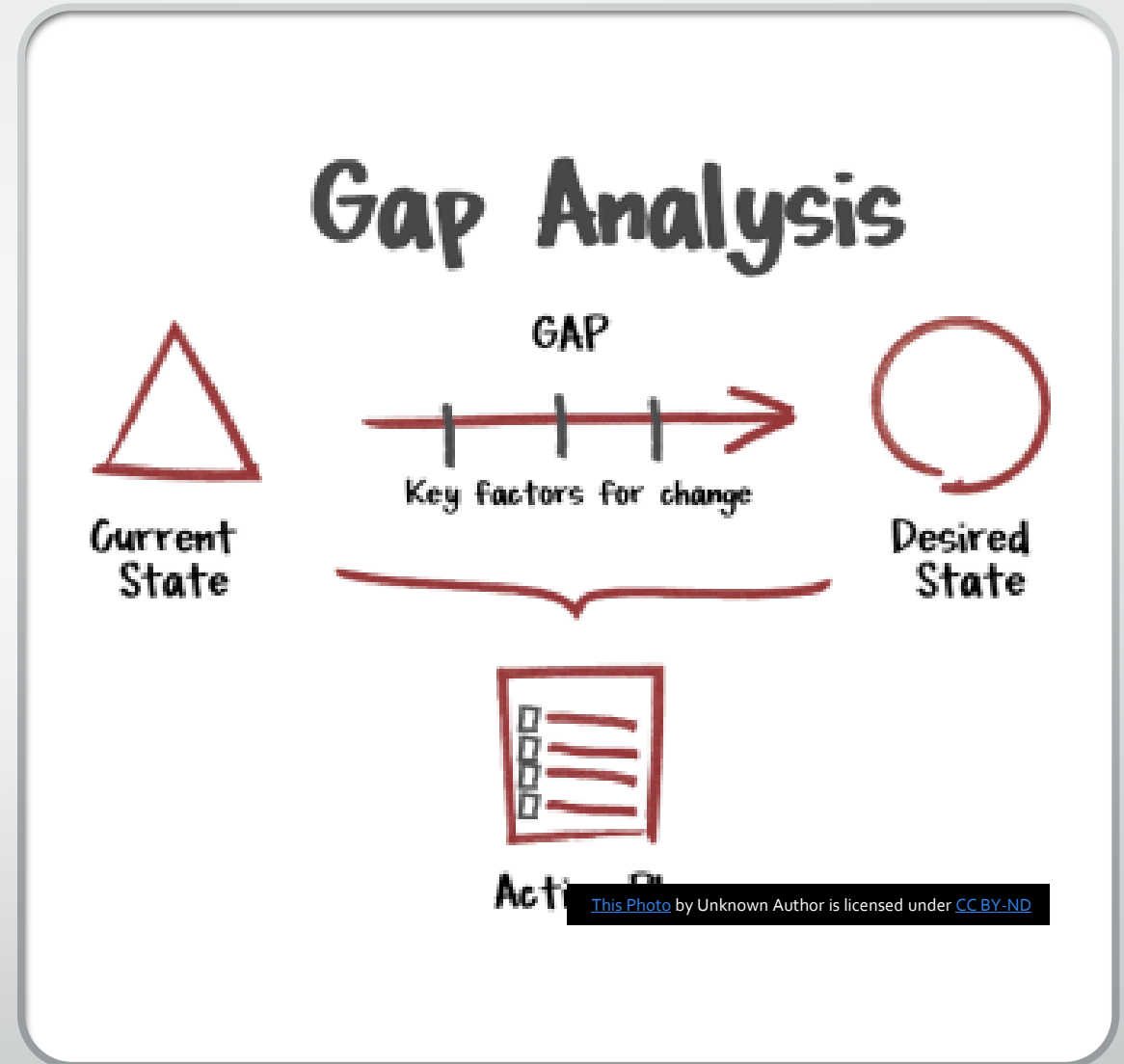
Critical Review and Reassessment

Karen Wianecki



Gap Analysis

- What haven't we thought of? Are there gaps? What have we missed?
- Additional thoughts, observations, comments, suggestions?
- Top 5 Priorities for Council?



3:50

Recap, Wrap Up & What's Next

Karen Wianecki



Next Steps

- Council & SMT Workshop Proceedings
- Early Rudiments Document (Very Early Strategic Plan)
- June 15th : Community Information & Listening Session (am); Stakeholder Information & Listening Session (pm)
- Proceedings from the Public & Stakeholder Session
- Refined Draft of the Strategic Plan
- Share the Refined Draft with Council
- Recommend Posting on the Seguin Township Website for additional input

3:55

Concluding Remarks

Mayor Ann MacDiarmid



Thank You!