



# Township of Scugog Staff Report

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**Report Number:** CAO-2019-003  
**Prepared by:** Lori Bowers Manager Communications & Strategic Initiatives  
**Department:** Office of the CAO  
**Report To:** Planning and Community Affairs Committee  
**Date:** March 18, 2019  
**Reference:** CORP-2018-018, Strategic Plan Process, December 10, 2018  
**Report Title:** Strategic Plan Session Overview and Draft Strategy

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## Recommendations:

1. **That** Report CAO-2019-003, Strategic Plan Session Overview and Draft Strategy, be received; and
  2. **That** draft Strategic Plan, Vision, Mission and Values be shared with the public for feedback through a public open house on April 10, 2019, posted online and via social media; and
  3. **That** the plan be finalized, developed for production and ready for public release, by June 2019.
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## 1. Background:

In December of 2018, Council received Report CORP-2018-018, Strategic Plan Process. This report assisted in formalizing the timeline and roadmap for development of a Strategic Plan process that was introduced to Council through the Council Orientation Session. In the report, staff outlined that a Request for Quotation (RFQ) for a professional facilitator was

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being undertaken, that the Speak Up Scugog Survey was being conducted within the community as well provided the process and details that Council and Senior Staff could expect to be covered as part of the Strategic Session agenda.

This report will provide Council the results of the Strategic Planning Session. As well, a summary of the Speak Up Scugog Survey results is provided.

## **2. Discussion:**

### 2.1 Overview

In 2018, the Township of Scugog embarked on a process of updating its Strategic Plan. The new Strategic Plan will be a guiding document that identifies a vision, mission, strategic directions, objectives and key strategic initiatives that the Township will focus on over the next four years. The Strategic Plan is informed by the Mayor, Council, the senior management team, staff and the community and local stakeholders.

A new Strategic Plan is important for Scugog for many reasons. It:

- Identifies a clear vision for the Township;
- Defines a set of agreed-upon strategic directions and objectives;
- Identifies priority actions, projects or initiatives that reflect community interests;
- Informs decision-making; and
- Promotes Township values.

As a result of a competitive RFQ process, LURA Consulting was selected as the professional Strategic Planning Facilitator. On January 17 and 18, 2019 Susan Hall, from LURA Consulting, along with Lori Bowers, Manager of Communications and Strategic Initiatives conducted a two day session to accomplish the following:

1. Reviewed the current Strategic Plan to familiarize Council and Senior Staff with the strategic directions and identify the ongoing items that need to be carried over for completion;
2. Reviewed feedback from Staff training day;
3. Reviewed results from Speak up Scugog Public Feedback online survey and telephone poll;
4. Reviewed and updated the Vision, Mission and Values;
5. Reviewed the definitions of the strategic directions and updated language;
6. Created an additional strategic direction called 'Complete Communities' ;
7. Reviewed Regional and Provincial initiatives; and
8. Council ranked and prioritized the projects and initiatives identified.

The following is an overview of themes and refined definitions for the Vision, Mission and Values as well as the Strategic Directions. These are currently in draft form and will be

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finalized after the public consultation. A detailed summary of the activities, discussions and session agendas from LURA Consulting are appended to this report (Attachment #1).

## 2.2 Vision, Mission and Values Review

Council and staff reviewed the current vision, mission and values. Through a discussion of the strengths, areas for improvement, they arrived at the following draft vision, mission and value statements.

### Our Vision

The group discussed the following elements of the vision:

- **Progressive** – highlighting that Council and staff are embracing change, and open to new approaches to problem-solving.
- **Complete and sustainable** – emphasizes the importance of a healthy community, that is attractive for all including youth, employment, and tourism.
- **Respecting our history** – highlights the importance of recognizing, valuing and celebrating the Township's past and heritage as one of many strengths.
- **Enhancing our natural environment** – emphasizes the importance of the environment as reflected in the community survey, caring for, and improving the lake and waterfront as well as parks and other natural heritage features.

Draft Vision Statement:

“A progressive, complete and sustainable community, respecting our history and enhancing our natural environment.”

### Our Mission

Thinking about the work that the Township does, for whom and why; Council and staff identified the following elements of the mission:

- **Service excellence** - Council and senior staff felt that the key concepts of being effective, responsive, welcoming and friendly, as well as maximizing available resources are reflected by this term.
- **In collaboration** – Council and staff also noted the importance of the work that is done by volunteers, committees, stakeholders and the community as a whole to achieving the vision and mission. As a result, they felt it was important to recognize that role in the mission statement.

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- **To enhance and enrich the quality of life of residents and visitors** – was identified as the ultimate purpose for the work that Council and Township staff do.

Draft Mission Statement:

“Provide service excellence in collaboration with our community.”

The third element ‘enhance and enrich the quality of life of residents and visitors’ is the ultimate purpose of the mission. The mission statement above is the action that will result in an enhanced and enriched quality of life in Scugog.

### **Our Values**

Council and staff identified the key values that will guide their conduct through the implementation of the strategic plan. The following core values were identified:

- **Integrity** – being honest, professional, open, and transparent.
- **Accountable** – being responsible for wise decision-making.
- **Engaging** – being connected and in tune with the aspirations of the community; working together to create a better Township for everyone.
- **Responsive** – actively listening, being respectful of community inputs, and reacting in a timely manner.
- **Solution-oriented** – actively responding and adapting to challenges to arrive at solutions that work for Scugog.

### 2.3 Strategic Directions

The group reviewed the existing strategic direction themes, identified their aspirations under each, and noted key areas of change that are occurring in the Township, Durham Region and the province that should be considered when developing the strategic plan.

As a result of the discussion, the group identified the following strategic directions:

- **Roads and Municipal Infrastructure** - Leverage and improve transportation, infrastructure and facilities
- **Financial Sustainability** - Improve financial sustainability
- **Economic Development** - Create, grow, and attract employment opportunities
- **Municipal Services** - Provide services that are efficient and effective
- **Natural Environment** - Protect and enhance our natural environment

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- **Community Engagement** - Encourage the involvement of all Scugog residents in sustaining and enhancing the quality of life in our community
  - **Complete Community** - Enhance our communities to be inclusive, healthy, safe and connected

#### 2.4 Actions, Projects and Initiatives Review and Prioritization

Following the discussion, Council reviewed a list of initiatives, projects and actions identified by the senior management team as a starting point to generate discussion. Council and staff were encouraged to refine, remove, or add any other initiatives to reflect community priorities identified through their interactions with constituents. Councillors identified the top priorities for action during the council term. Council also identified their top priorities for advocacy with the Region of Durham, province and other agencies to advance the quality of life for residents and visitors.

### 3. Financial Implications:

The draft Strategic Plan Public Open House will be conducted in house by Scugog Staff. There will be some graphic design and photography costs associated with the development of public consultation presentation boards, the final public facing hard copy and digital version as well as advertising costs. These costs have been included in the Operating Budget.

### 4. Communication Considerations:

The public open house will be communicated via news release, in the Township Bulletin, web news, digital boards, and posters as well as on social media. The Draft Strategic Plan will also be made available online and the presentation boards will be posted online following the open house.

### 5. Conclusion:

The new Strategic Plan will be a guiding document that identifies a vision, mission, strategic directions, objectives and key strategic initiatives that the Township will focus on over the next four years. The Strategic Plan is informed by the Mayor, Council, the senior management team, and the community and local stakeholders. Following the public open house, the final Strategic Plan will be released by June, 2019.

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Original Copy Signed By:

Signed and Reviewed By:

Lori Bowers  
Manager Communications and Strategic Initiatives

Paul Allore  
Chief Administrative Officer

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**Attachments:**

Attachment 1: Summary of Township of Scugog Council and Senior Management Priority Setting Session

Attachment 2: Speak Up Scugog Survey Results

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**Attachment 1 to Report .....**