



# Township of Scugog Staff Report

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**Report Number:** CAO-2024-007

**Prepared by:** Ken Nix, CAO

**Department:** Administration

**Report To:** Council

**Date:** June 24, 2024

**Reference:** Strategic Direction 2: Sustainability: Improve sustainability through financial management, innovative funding and efficient and effective delivery of services

SD2 Objective 2: Ensure service effectiveness and efficiency

[2023-2026 Strategic Plan](#)

[CAO-2023-008- Draft Corporate Strategic Plan 2023-2026](#)

[CAO-2024-001 - 2023 Corporate Strategic Plan Update](#)

**Report Title:** 2024 Corporate Strategic Plan Update

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## Recommendations:

1. **THAT** Report CAO-2024-007, 2024 mid-year Corporate Strategic Plan Update be received;
2. **THAT** the report and Attachment 1 be circulated to Township staff and a copy be added to the Township website [Scugog.ca/strategicplan](http://Scugog.ca/strategicplan) for public information

## 1. Background

The 2023 to 2026 Strategic plan was developed after extensive public consultation and approved by Council on June 26, 2023.

Report CAO-2024-001 provided the first update on the 2023-2026 Corporate Strategic Plan for initiatives undertaken in 2023 and identifies initiatives planned for 2024 to support the Corporate Strategic Plan.

Staff were directed to provide an interim update to Council in June 2024, and a full update of the Corporate Strategic Plan by the end of January 2025.

The report and action plans were confirmed by Council in February of 2024.

This report provides an interim update for Council related to the projects identified.

The 2023-2026 Strategic Plan includes five Strategic Directions which have specific objectives and outcome statements which are supported by actions to assist in achieving those objectives.

The Strategic Directions include:

- SD1: Infrastructure - Leverage and improve roads, facilities, equipment, and other assets.
- SD2: Sustainability - Improve sustainability through financial management, innovative funding, and efficient and effective delivery of services.
- SD3: Economic Development and Tourism - Create, attract, and retain employment opportunities and promote tourism.
- SD4: Natural Environment – Protect, enhance, and restore the natural environment.
- SD5: Complete Community - Strengthen our communities to be inclusive, healthy, safe, connected and engaged.

In addition to the action plans identified by Council, there were several projects previously underway and additional projects were undertaken to support the strategic plan.

## **2. Discussion:**

The Strategic Plan identifies Council priorities and is a guiding document that informs the allocation of resources and communicates major projects and initiatives to the community.

The Township concentrated on several priority issues identified through the strategic plan, the capital program, previous strategic plans, long-term sustainability, and good governance, in addition to continuing the delivery of services to the community.

The capacity of staff is critical in supporting Council in delivering services to our community and delivering on the strategic plan. All the initiatives, be they operational or strategic, compete with financial and staff resource capacity and the ability to maintain service delivery for our residents.

Some key drivers/pressures in 2024 include:

- Levels of growth and development within the Township have continued, and the demands from activity impacts staff in all departments across the organization in one way or another.
- Staff across the organization were involved in several significant cross-departmental projects that focused on legislative compliance, good governance, technology modernization, service delivery improvements and policy development. These were important initiatives and required a significant investment of staff resources from all departments. Many of the initiatives required long lead times for the underlying research to develop the information and background planning for the projects to be implemented in 2024.
- Many successful deliverables from previous strategic plans and initiatives become part of normal service delivery and require resources to ensure continued support of Council objectives. The implementation of active transportation plans, the focus on maintaining assets and updating asset management plans, managing community improvement plans, implementing the tourism-plan, continuation of the long-term Waterfront Master Plan, legislative and AODA improvements, tree planting initiatives, youth engagement and programming, technology modernization, enhanced communication, website improvements, and fire safety education, among others, are relatively recent and require continued commitment of financial and or staff resources.
- A Service Delivery and Organizational Review was a major focus for staff resources in 2023 and early 2024 as part of the Townships ongoing efforts to improve and modernize the Township's operations and provide quality services to our residents. This involved consultation from Council, the public, staff and others, and included extensive data gathering, review of services and analysis across the organization. The results were approved by Council in March of 2024
- Staff turnover has been a factor in the last year due to the competitive labour market in neighboring municipalities, and has affected the capacity of staff to meet identified timelines.

The incremental impacts from previous initiatives and external influences compound the effect on finances and staff, and ultimately require a focus on staff and financial resources to maintain the initiatives in the future.

## **2024 Priorities**

The proposed action plans for 2024 that support the strategic objectives of Council and the current status are identified in the attachment to the report. Some action plans are continuing each year or are part of a multi-year plan already in progress, while others are new initiatives.

These actions involve associated work plans at a staff level that will need to be balanced with regular operational activities, associated backend support and corporate initiatives.

As action plans to support the strategic plan are updated for 2024, it is important to consider staff capacity and changes in staffing, financial constraints, and initiatives that rely on others when determining timelines and realistically achievable objectives.

The proposed initiatives are stretch targets that will challenge financial and staff capacity. Projects that are most likely at risk due to capacity, or other anticipated limiting factors are identified in the attachment to this report and the notes associated with the action plans.

The proposed workplan may be affected by new initiatives not envisioned at this time, unexpected events or legislative impacts which may also affect the ability to deliver on the proposed workplans, or staff changes, and will require continual review of action plans.

The Service Delivery and Organizational Review identified 49 recommendations, many of which were identified in the strategic plan or were in process. However, many of the recommendations need to be analyzed and incorporated into work plans and may compete with some of the identified 2024 action plans.

Despite the challenges facing the organization, Council and staff are committed to the strategic plan, and many of the action items are on track or underway. A further update will be provided in December of this year.

### **3. Financial Implications:**

The proposed action plans include projects and initiatives funded through the 2024 capital and operating budgets.

The 2024 Capital budget is investing the following amounts into the strategic directions:

- SD 1 Infrastructure \$11,320,000.
- SD 2 Sustainability \$412,000.
- SD 3 Economic Development \$50,000.
- SD 4 Natural Environment \$40,000.
- SD 5 Complete Community \$127,400

Action plans not considered, or recommendations from the SDOR may impact financial or staff requirements.

### **4. Communication Considerations:**

This report and attachments will be shared in a media release, on social media, and made available on the Township website.

In addition, a copy will be circulated to staff within the Township to ensure everyone is aware of activities across the organization.

## **5. Conclusion:**

The Corporate Strategic Plan is a guiding document that provides a roadmap for the Township of Scugog outlining planned projects, initiatives, and advocacy work. This forward looking plan included extensive consultation and evolved from input received from residents, community, stakeholders, Council and staff in identifying important objectives for our community.

The focus of Council and staff in delivering the action plans to support the 2023-2026 Strategic plan must strike a balance between ambition and the realistic ability to deliver on the proposed plans considering Scugog's financial and staffing realities while we continue to deliver services to our community.

The success and advancement of the strategic plan is a direct result of the commitment and endorsement from Council as well as hard work and dedication of all Township staff to achieve the goals of the community.

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Respectfully Submitted by:

Reviewed By:

Ken Nix  
Chief Administrative Officer

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## **Attachments:**

Attachment 1: Strategic Plan Tracker 2024 Mid-term Update

**Report Approval Details**

Document Title:	2024 Corporate Strategic Plan Update.docx
Attachments:	- Strategic Plan Tracker 2024 Interim Update.xlsx
Final Approval Date:	Jun 21, 2024

This report and all of its attachments were approved and signed as outlined below:



Kenneth Nix