

Type of Decision									
Meeting Date	Friday, July 18, 2013				Report Date	Wednesday, July-10-13			
Decision Required	X	Yes		No	Priority	X	High		Low
Direction	x	Information Only			Type of Meeting	X	Open		Closed
REPORT TITLE									
Strategic Planning Exercise Results and Recommendations Report – 18/07/13/1204									

Subject: Strategic Planning, Visions Statement, Mission Statement

**RECOMMENDATION:** That Council pass the attached resolution directing staff in next steps.

**WHEREAS** staff, Council and two members of the Library Board participated in a Strategic Planning workshop led by Steve Seller of MMAH back in June creating a prioritization list for further use;

**AND WHEREAS** the items deemed priorities to this group have been evaluated and weighted creating a ranking for Council to work with;

**THEREFORE BE IT RESOLVED THAT** the Council of the United Townships of Head, Clara & Maria does hereby declare that the existing list of priorities be circulated to obtain community and stakeholder input.

**AND FURTHER THAT** once community and stakeholder input has been obtained and analysed that the top 10 items be priority for the 2014 calendar year with the prioritization exercise being reviewed by staff and Council after elections in 2014.

**BACKGROUND/EXECUTIVE SUMMARY:** The purpose of this exercise was to prioritize issues for this Council so staff will know which areas should receive the most attention based on the wishes and direction of Council.

In the process a Mission Statement and Vision may be created to help define HCM and assist staff in meeting other Council objectives such as creating a specific “corporate image”.

The list of priorities which were ranked did not consider outside influences such as legislation, cost, scope of project, urgency etc. Each person completing the process would have been looking at it perhaps without these criteria in mind.

As stated, previously work is already underway on:

1. Settling the Ornge air contract;
2. Reviewing options for recycling;
3. Reviewing Health Unit activities such as wellness clinics;
4. Maintaining fiscal responsibility is something that is a focus of every task;

Creating a list of area residents requiring transportation and matching them with others who can provide transportation is a simple, inexpensive task and can be completed immediately.

For these reasons, it is expected that the list should be reviewed annually.

Other issues will arise and change immediate priorities but this list will give staff an idea of the direction that this council wishes to pursue at this time. If a choice has to be made between one item or another, this list will help to focus staff time and resources. It can also be used to explain decisions to ratepayers showing that some time, effort and thought went into this process.

For the size and scope of our municipality aside from focusing on a specific list of priorities, instead of creating an elaborate Strategic Plan the best choice might be for a simple Mission Statement and Corporate Vision statement. We do not have a complicated organizational structure or vast diverse areas of responsibility or groups of residents. HCM's needs are quite basic; so too should be our strategic plan.

To come up with a Mission Statement and Vision Statement it is staff recommendation that a similar process as that taken to choose our priorities occur. A list of descriptions, phrases, words can be compiled, with everyone contributing. The words and phrases can then be ranked privately and individually then weighted. Those words will then create a message which will be HCM's Mission Statement and Value Statement. As proven many times over, not everyone will agree on every aspect; this method allows those aspects most desired to become the statement for the municipality.

Options/Considerations:

Creation of a Mission Statement or Corporate Vision and Corporate Image. Examples of Vision Statements, Mission Statements and Principles/Values are on the attached sheet for your review and inspiration. The original samples from Steve Seller have been expanded upon.

Please come to the meeting with some thoughts, words, and phrases for consideration. At that time, we will compile them. After the meeting, staff, Council members and the original two Library Board members can rank them. Staff will then work to create mission and vision statements for the next meeting for Council consideration using that input. At the same time, should Council deem it appropriate, we will begin a process of stakeholder/community consultation to further solidify the goals or wish list items which will ultimately become Council's and therefore staff's priorities moving forward.

Policy Impact: Creates new corporate goals for the municipality.

Others Consulted: Steve Seller, MMAH; various municipal strategic plans.

Approved and Recommended by the Clerk

Melinda Reith,  
Municipal Clerk

*Melinda Reith*

## Background Information: - Definitions and Explanations

### Strategic Plan

A Strategic Plan might be a glossy voluminous report full of photos and statistics which are often not referred to once complete.

A typical strategic plan consists of a vision, goals, objectives, actions, and implementation.

**Vision** - The vision presents a timeless, inspirational statement representative of the ideal future of the municipality.

**Goals** - Goals are qualitative ideas that highlight the key issues mentioned at public strategic planning meetings; they direct the plan and add depth to the vision statement.

**Objectives** - Objectives are more specific than goals and describe how the goals will be attained. Each goal has multiple objectives.

**Action Plans** - Actions are the specific steps to be taken in order to accomplish an objective. Each objective has multiple action plans.

**Implementation** - The implementation section includes suggested steps to ensure that the proposed actions are accomplished by the municipality and that sustainability progress is measured.

**Mission Statement** - are about where we are today.

A mission is defined as "purpose, reason for being". Defined simply "who we are and what we do". Mission Statements therefore contain important information about a company in a nutshell. This should include what the company does, its products, its services and its customers. These types of Statements focus on today.

**Visions Statements** – Area bout where we wish to be in the future

A Vision is defined as "An Image of the future we seek to create". The definition of a Vision Statement is a short paragraph providing a broad, aspirational image of the future. The best vision statements are those that are short, focused, clear, memorable, and easy to understand. A vision statement focuses on the future.

Writing sample vision statements is relatively easy – what is NOT easy ...

- is using your Vision as a leadership tool
- is having your Vision promote change in the desired direction
- is aligning your entire workforce's behaviors with your Vision.

If we do not wish to or cannot do these things; there is no point going forward.

**Principle** – ethical standard: a standard of moral or ethical decision-making - Elementary assumption, concept, doctrine, maxim, or proposition generally held to be fundamental or true for a body of knowledge, conduct, procedure, or system of reasoning, and used as a basis for prediction and action.

**Value** - Important and lasting beliefs or ideals shared by the members of a culture about what is good or bad and desirable or undesirable. Values have major influence on a person's behavior and attitude and serve as broad guidelines in all situations. Some common business values are fairness, innovation and community involvement.

Values are the "sacred" core convictions that employees have about how they must behave in the fulfillment of the organization's mission.