

THE CORPORATION OF THE TOWN OF GEORGINA

REPORT NO. SI-2024-0012

**FOR THE CONSIDERATION OF
COUNCIL**

June 12, 2024

SUBJECT: 2023-2027 Strategic Plan – 2023 Strategic Plan Annual Report

1. RECOMMENDATION:

That Council receive Report No. SI-2024-0012 prepared by the Corporate Strategy and Transformation Division, Strategic Initiatives Department, dated June 12, 2024 titled “2023-2027 Corporate Strategic Plan - 2023 Strategic Plan Annual Report”.

2. PURPOSE:

This report provides Council with a summary of the progress made and actions undertaken by staff in 2023, the first year of the 2023-2027 Strategic Plan annual reporting, in support of achieving the approved goals and objectives.

The reporting period for the 2023 Strategic Plan Annual Report is Jan. 1 – Dec. 31, 2023. Initiatives completed within the first part of 2024 will be reported through the next annual update in 2025.

Key 2023 Strategic Plan Annual Report highlights:

- 62 of 68 (91 per cent) of the 2023 to 2027 Strategic Plan initiatives are in-progress, in the course of being done or ongoing.
- 37 of 50 (74 per cent) of the 2023 to 2027 Strategic Plan indicators/measures are trending in the desired direction.

3. BACKGROUND:

On June 14, 2023, Council approved the Town’s [2023-2027 Corporate Strategic Plan](#); that emphasizes the Town’s priorities and outlines the collective focus of Council and Town staff for the four-year period. The plan aligns with the current term of Council and contains specific, measurable, achievable and time-based goals and initiatives.

The Town has a total of 68 initiatives and 50 performance indicators/measures that support the achievement and measurement of the goals under the Strategic Plan.

In addition, there is supplementary data/quick facts, previously included as part of the Community Snapshot, that have now been combined as part of the 2023 Strategic Plan Annual Report.

Staff worked diligently throughout 2023 to advance the Strategic Plan goals and objectives. As a result, there have been some significant accomplishments in the first year of implementation.

4. ANALYSIS:

Staff have made significant strides toward the completion of the initiatives within the 2023–2027 Strategic Plan

In 2023 there was much progress made toward achieving the goals set out in the Town of Georgina 2023-2027 Strategic Plan.

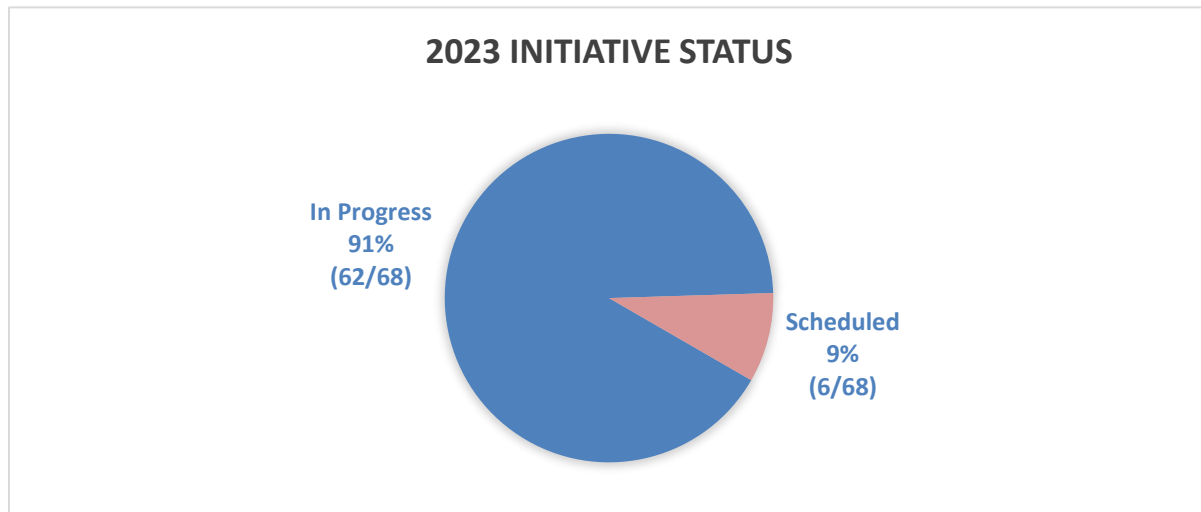
As this was the first year of plan implementation, the status of initiatives was either in-progress or scheduled to begin post 2023. As the plan progresses into 2024 through to 2027, it is anticipated that the percent complete will increase year over year.

The departmental staff leading the initiatives provided the status information and key accomplishments for this report. It is important to note that the balancing of priorities, based on operational demands, shifts in federal, provincial and corporate direction and community needs, does occur and may affect timelines.

Chart 1 below categorizes the 68 initiatives by those that are:

- In Progress: initiatives underway, in the course of being done or ongoing
- Scheduled: initiatives yet to begin, with a start date of 2024 and beyond

Chart 1: Initiative Progress Status (2023)



Note: the initiative status-reporting period is from Jan. 1 – Dec. 31, 2023. Actions completed in the 1st part of 2024 will be reported through the next update in 2025.

Attachment 1 of this report provides the detailed status of all initiatives within the Town of Georgina 2023-2027 Corporate Strategic Plan and the key accomplishments associated with each initiative.

The majority of the performance indicators/measures are trending in the desired direction

Performance indicators/measures help to inform whether the Strategic Plan actions being undertaken are having the desired impact and contribution to the community.

The performance measures in year one (2023) of the Strategic Plan have been gathered through various key data sources and form the baseline for comparison in future years; with a positive trending status being reflective of the indicator/measure moving in the right direction.

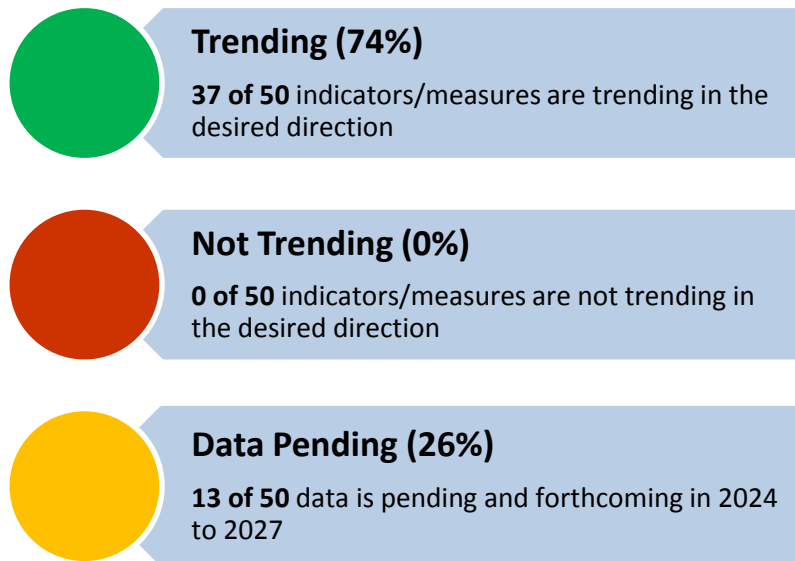
Chart 2 below outlines the 2023 trend status of the 50 indicators/measures. It is important to note that the approved Strategic Plan included 40 indicators/measures that through continued discussions with staff were further refined, with 10 added, in order to improve and more accurately report on Town progress.

The status of the indicators/measures is categorized as follows:

- Trending: indicators/measures that are trending in the desired direction
- Not Trending: indicators/measures that are not trending in the desired direction

- Data Pending: indicators/measures where data is pending and forthcoming in 2024 to 2027

Chart 2: Performance Indicators/Measures Trend Status (2023)



Note: the trend status-reporting period is from Jan. 1 – Dec. 31, 2023. Where data is pending further confirmation and development of the indicator/measure is in progress and information will be made available through subsequent annual reports.

Attachment 1 provides a full summary of the 50 performance indicators/measures data and their trending status. The summary also outlines any contributing factors and data development plans in place to secure and gather additional information in the comment section.

In addition, there is supplementary data/quick facts, previously part of the annual Community Snapshot has been included in Attachment 1 of this report and provides an enhanced picture of the Town's overall performance in 2023.

Following York Region's example, the inclusion and reporting on indicators/measures within the Town's Strategic Plan is a milestone achievement and a step toward enhancing transparency and accountability to Council and the broader community.

Dedication to continuous improvement efforts, such as implementation of Customer Relationship Management (CRM) and further development of internal standards and a resident satisfaction survey, will ensure more robust reporting and will continue to demonstrate the Town's commitment and work toward achieving the goals set in the Strategic Plan.

5. RELATIONSHIP TO STRATEGIC PLAN:

As this report relates to the Strategic Plan itself, details are highlighted within the analysis section of this report.

6. FINANCIAL AND BUDGETARY IMPACT:

Costs associated with the delivery of the 2023 - 2027 Corporate Strategic Plan are aligned with the annual budget. Any request for resources related to actions within the plan are brought forward for Council consideration through the annual budget process.

7. PUBLIC CONSULTATION AND NOTICE REQUIREMENTS:

There are no public consultations or notice requirements associated with this report. After Council approval, staff will look to post the 2023 Strategic Plan Annual Report on the Town's website and distribute the document through standard communication channels.

8. CONCLUSION:

The 2023 Strategic Plan Annual Report is the first in a series of annual reports associated with the Town of Georgina 2023 - 2027 Strategic Plan. The annual report provides Council with an update on how the Town is progressing towards meeting its strategic goals. In year one (2023), staff made significant strides toward achieving the Town's goals with 91 per cent (62 of 68) initiatives in-progress and 74 per cent (37 of 50) indicators/measures trending in the desired direction.

The accomplishments and progress outlined through the 2023 Strategic Plan Annual Report demonstrates the Town's commitment to achieving the goals, actions and measures as outlined in the Strategic Plan.

APPROVALS

Prepared By:	Susan Lazzer, Project Manager, Strategic Initiatives
Reviewed By:	Olga Lawton, Manager, Corporate Strategy and Transformation
Recommended By:	Shawn Nastke, Director, Strategic Initiatives Department
Recommended By:	Rob Wheeler, Deputy Chief Administrative Officer
Approved By:	Ryan Cronsberry, Chief Administrative Officer

Attachment 1 - 2023 Strategic Plan Annual Report