

JULY 9, 2025

COMMITTEE OF THE WHOLE REPORT

REPORT NO. CW-054-2025

STRATEGIC INITIATIVES FRAMEWORK - UPDATE

**KRYSTIN STITT
PROJECT MANAGEMENT SPECIALIST**

**AL HORSMAN
CHIEF ADMINISTRATIVE OFFICER**

RECOMMENDATIONS

For information purposes only.

FINANCIAL IMPLICATIONS

There are no financial implications associated with this report.

STRATEGIC INITIATIVES

This report is regarding the entirety of the Strategic Initiatives Framework.

CLIMATE CHANGE IMPLICATIONS

Where possible, reports are provided in a digital format to reduce the Counties carbon footprint.

ACCESSIBILITY CONSIDERATIONS

This report can be made available in alternate accessible formats on request. The United Counties of Leeds and Grenville make every effort to provide services in a way that is inclusive to ensure accessibility barriers are reduced, or eliminated, where possible.

COMMUNICATIONS CONSIDERATIONS

Based on the directions provided to staff, this matter requires regular communication protocols to be completed. The Strategic Initiatives Framework will be communicated in both its designated report heading and through additional mechanisms being developed and implemented.

BACKGROUND

In April 2023, Council retained the services of StrategyCorp to undertake the creation of the Counties' very first Strategic Initiatives Framework ("the Framework"). From April through to November 2023, a series of workshops were conducted by StrategyCorp who worked closely with Council and the Senior Leadership Team. The objective was to craft a framework that accurately reflected both the Counties' current realities and aspirational goals. The culmination of these efforts was the approval of the Strategic Initiatives Framework by Council in December 2023.

Following the Framework's approval, the former CAO initiated 'Town-Hall' style meetings within each division's Leadership Teams in February and March of 2024. These gatherings provided a platform for open dialogue, allowing the organization to begin being introduced to the Counties' first Strategic Initiatives Framework. After a pause, a presentation was brought forward to Council by the former CAO in May of 2024 regarding the Strategic Initiatives Framework Implementation and Becoming an Employer of Choice. At that time, Council directed a pause in discussions given the timing of the implementation and concurring Human Resources discussions.

As some time has passed staff wanted to take the opportunity to bring the matter back for discussion and recommitment.

DISCUSSION/ALTERNATIVES

Structurally, the Strategic Initiatives Framework (SIF) is comprised of four pillars:

- **Investing in Roads, Bridges, Infrastructure, and Sustainable Growth:** Key investment in our physical infrastructure to support sustainable development.
- **Supporting Key Investments in Well-being:** Focus on enhancing the quality of life for our residents.
- **Facilitating and Promoting the Increase in Supply of Accommodations:** Efforts dedicated to expanding housing and accommodation availability.
- **Operating a Responsible Government:** Building a strong foundation based on the strength of our employees.

Within these pillars are 20 goals that encompass 154 initiatives and tasks. Recent efforts have sought to promote the visibility of the SIF by integrating it into our staff Intranet. This ensures all employees have easy access to crucial information regarding our strategic goals and initiatives.

Moreover, we have begun displaying the framework around County buildings, similar to our approach with our Employee Core Values. This is a step forward in embedding the framework within our organizational culture and ensuring its constant presence and visibility within our everyday environments.

In addition to creating greater visibility around the Strategic Initiatives Framework, staff are currently in the process of developing a performance measurement framework aligned with the SIF priorities. This framework will be pivotal in tracking and reporting the progress of the SIF. It is designed to integrate seamlessly with our employee engagement progress and performance program, promoting a governance and tracking structure across all initiatives. The objective is to ensure mechanisms are in place to guide each department in executing initiatives transparently and support the tracking and reporting of the organization's progress to Council and the public.

As the performance measurement framework becomes operationalized, additional town halls and departmental education and training will occur. This approach ensures staff are adequately equipped with the knowledge and tools necessary to align their activities with the SIF. It also provides an opportunity for ongoing feedback and engagement with employees, further enhancing the framework's implementation.

Staff will present this framework in a draft form in Fall 2025. At this juncture, we will seek further guidance from Council to decide if there's a need to re-engage our consultant for additional refresher work. While there is strong desire to have a successful SIF, it is crucial to ensure all mechanisms needed for its success are operational and effective.

The implications of these steps include enhanced alignment of strategic goals with departmental activities and increased accountability through systematic progress tracking. This ensures our strategic initiatives are not only ambitious but achievable, driving meaningful improvement in service delivery and overall Counties governance.

ATTACHMENTS

Nil

The report set out above has been reviewed and the information verified by the individuals listed below.

KRYSTIN STITT
PROJECT MANAGEMENT SPECIALIST

JUNE 23, 2025
DATE

AL HORSMAN
CHIEF ADMINISTRATIVE OFFICER

JUNE 26, 2025
DATE