

Town of Orangeville Corporate Strategic Plan

2023 2027



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Land Acknowledgement

We would like to acknowledge the treaty lands and territory of the Williams Treaty Nations and the Mississaugas of the Credit First Nation. We also recognize that Dufferin County is the traditional territory of the Wendat and the Haudenosaunee, and is home to many Indigenous people today.

Message from the Mayor

It is with great pleasure that I present the 2023-2027 Town of Orangeville Corporate Strategic Plan. The Strategic Plan provides a road map for our future and it will inform our decision-making to ensure that the Town fulfills its vision as “a sustainable, safe, and diverse community that is friendly and open to new people and innovative opportunities.”

To that end, the Plan contains guiding principles, strategic goals, and objectives that provide structure on how we can achieve this vision over the Council term and beyond. The goals we’ve established aim to improve and expand our corporate capacity, future-readiness, community vitality, and economic resilience. And while the Plan’s priorities won’t be reached overnight, progress will be made year by year and the Town will report regularly to citizens on how we are doing.

The Strategic Plan is meant to inspire all of us to consider how we can work together to achieve a prosperous and sustainable community. For Council and Town staff, the Corporate Strategic Plan will be an important tool for setting priorities, making decisions, and managing operations for the next several years. We will be challenged to ensure that all key elements of the plan are integrated into organizational planning. As we collectively move forward with implementation of the plan, Town departments will develop and implement work plans to achieve our goals.

The Strategic Plan was founded on priorities identified by residents, business owners, and community and organizational leaders, along with Town staff and Council. Robust and inclusive community engagement were key elements of the Plan’s creation. On behalf of Council, we thank the many individuals and organizational leaders who contributed to the development of this Corporate Strategic Plan - your hard work, dedication and commitment to the strategic planning process is very much reflective of the pride and care that we all share for this community. We look forward to implementing it with you.

Lisa Post
Mayor





Executive Summary

Executive Summary

In 2022, the Town of Orangeville (“Town”) (“the Town”) recognized the need to update its Corporate Strategic Plan, which serves as a roadmap to guide decisions, planning, and budgeting for the next five years. The Corporate Strategic Plan, when implemented, enables the Town Council and Administration to advance priorities, strengthen municipal operations, allocate resources effectively, and achieve desired outcomes.



To assist the Town in this important undertaking, Deloitte LLP was retained to coordinate the community strategic planning initiative. The process was designed to be comprehensive, inclusive, and transparent. It included a review of key background reports, analysis of the local economy, and engagement with Town Council, management and staff, businesses, and residents. Community consultations offered local stakeholders the opportunity to share experiences, knowledge, and aspirations.

Specific ideas for shaping the Corporate Strategic Plan were supplied via 20 one-on-one stakeholder interviews, more than 300 survey responses, and five workshops involving 30+ participants. Residents and business owners hold a great amount of pride in Orangeville, value the livability of the community, and want to see this value upheld. Municipal management and frontline staff offered helpful insights into day-to-day operations, further informing key goals and objectives directed at the Town’s ideal future. Council also spent considerable effort providing meaningful input to the process, meeting three separate times to offer input, reflect on the observations shared, and provide leadership and direction to narrow the focus.

As a result of the process, Deloitte prepared a series of foundational statements, strategic goals, objectives, and actions. The pages that follow reflect the aspirations of the community, Town Administration, and Town Council.

Vision: The Town’s new Vision Statement showcases a positive perspective on the future, telegraphing hope and optimism:

Orangeville is a sustainable, safe, and diverse community that is friendly and open to new people and innovative opportunities.

Mission: The Town’s Mission Statement explains the municipality’s reason for being:

We support the well-being, vibrancy and sustainable growth of our community by delivering fiscally responsible municipal services.

Guiding Principles: The Town’s Guiding Principles serve as a lens through which all decisions are evaluated. They represent the values of the municipal corporation: *Professional, Holistic, Open, Inclusive, Empowering.*

Strategic Goals: The collective input from Council, Town management, staff, residents, and businesses helped to identify four Strategic Goals to be addressed over the next five years. These themes are grounded in a collaborative corporate culture, upon which the Corporate Strategic Plan is built:

1. *Corporate Capacity*
2. *Future-Readiness*
3. *Community Vitality*
4. *Economic Resilience*

Objectives and Actions: Deloitte further developed 11 Objectives based on the Strategic Goals, focusing on the Town’s ability to influence change. A total of 34 Actions are outlined under the Objectives. Each Action has been tailored with input from the Town to encompass a breadth of issues that can be further addressed in separate Department business plans and other strategies and initiatives.

The key elements of the Corporate Strategic Plan are summarized in Figure 1. The document also offers insight on implementation and performance measurement, providing suggestions for the municipality to monitor success and to report internally and externally.

Figure 1: Key Elements of the Town of Orangeville Corporate Strategic Plan





Corporate Vision and Mission

Corporate Vision and Mission

Vision

The vision statement for an organization is an aspirational description of what an organization would like to achieve or accomplish in the mid- to long-term future. It provides a clear guide for choosing current and future courses of action. The Vision Statement for the Town of Orangeville is:

Orangeville is a sustainable, safe, and diverse community that is friendly and open to new people and innovative opportunities.

Mission

The mission statement for an organization outlines the organization's reason for being. It answers the following questions: What is the organization? Why does it exist? Who are the primary customers? What are the products and services? The Mission Statement for the Town of Orangeville is:

We support the well-being, vibrancy and sustainable growth of our community by delivering fiscally responsible municipal services.



Guiding Principles

Guiding Principles

Short- and long-term factors are weighed by decision makers every day. Issues related to climate change, Indigenous reconciliation, and diversity, equity, and inclusion are increasingly top of mind and being incorporated into corporate and financial decision-making across public-policy domains. When confronted with the potential trade offs between these important topics, guiding principles provide a broad philosophy that encompasses the values of the municipal corporation and the community. They extend beyond the life of the strategy and inform the strategy's development and implementation. These values serve as a lens through which to evaluate all decisions. They support the development of a culture where everyone understands what is important. The Guiding Principles of the Town of Orangeville are:



Professional

We are honest, ethical, professional, respectful, and fair.

We seek creative solutions and adapt them to meet the needs of our unique community.



Holistic

We are the stewards of the Town's physical and financial assets.

We respect future generations by caring for the Town's human, environmental, and social assets.



Open

We promote openness, transparency, and accountability in our governance and operations.

We provide opportunities for meaningful public input into municipal decision-making processes.



Inclusive

We want our residents, employees, visitors, and businesses to feel included, valued, and safe in all programs and services we offer.

We provide services in an accessible, efficient, and friendly manner, ensuring a positive experience.



Empowering

We provide tools to make decisions and deliver quality programs and services.

We encourage support for the community through public service and volunteerism.



Strategic Goals and Objectives

Strategic Goals and Objectives

A set of Strategic Goals was developed to help direct future decision-making based on the desired outcomes envisioned during the strategic planning process. They are also based on the vision, purpose and guiding principles. They provide a structure upon which are placed the collective aspirations of Town of Orangeville Council, management, staff, residents, businesses, and stakeholders.

The Strategic Goals provide a road map to harmonize the specific actions, deliverables and performance metrics enacted through all other departmental or subject-specific plans.





GOAL 1: Corporate Capacity

An effective level of corporate capacity means that the Town of Orangeville is organized, resourced, positioned, and ready to deliver its current mandate.

Objective 1: APPROACHABILITY – Ensure access to Council and Town staff

- Ensure the Town’s staffing complement can achieve service levels and complete projects.
- Create a corporate culture that is engaged, collaborative, and forward thinking.
- Develop a connected citizen experience that leverages the roles of Mayor and Council.

Objective 2: INNOVATION – Promote service delivery innovation through modern approaches

- Encourage creativity in managing Town assets, projects, programs, and services.
- Empower Town staff to procure and use cost-effective tools, technology, systems, and data.
- Share insights and ideas across Departments to enhance relationships, modernize procedures, and maximize resources and capacity.

Objective 3: COLLABORATION – Lead and support regional and subject-matter alliances

- Explore opportunities to cooperate across organizations to solve problems and improve community benefits.
- Improve internal and external communications to gather input and build trust.
- Develop an advocacy plan for requests of senior levels of government.



GOAL 2: Future-Readiness

The Town of Orangeville can prepare itself to meet the needs of tomorrow through thoughtful policymaking, robust financial planning, and well-prepared infrastructure.

Objective 4: DUE DILIGENCE – Confirm applicable governance and policy regimes

- Update by-laws and policies required by legislation to confirm compliance and practicality.
- Design, implement and maintain an effective corporate-wide risk management program.
- Monitor and report on corporate performance.

Objective 5: SUSTAINABILITY – Secure the financial viability of the municipality

- Update long-term financial planning forecasts.
- Ensure climate change is incorporated into decision making.
- Explore regional partnership opportunities for land redevelopment and growth.

Objective 6: CAPACITY – Ensure infrastructure facilitates desired development

- Increase water and wastewater treatment capacity for future residential and employment growth.
- Improve access to a reliable public transit and transportation network.
- Facilitate high-quality, fast digital access for all through advanced broadband connectivity.



GOAL 3: Community Vitality

The Town of Orangeville nurtures the livability of its community through pride of place, and by supporting groups that cultivate positive, supportive connections across society. The Town wants to reinforce a tangible feeling of belonging among those who live, work, and play here.

Objective 7: VIBRANCY – Build a more inclusive community, and ensure citizen involvement

- Develop programming to support newcomers and enhance diversity.
- Continue efforts to enhance streetscapes and downtown beautification.
- Support festivals, events, and welcoming neighbourhood activities.
- Encourage community ambassadors and volunteerism.

Objective 8: WELL-BEING – Support citizen and staff health, security, and well-being

- Continue efforts to enhance community safety.
- Provide venues and programs for recreation and fitness, including spaces for youth to thrive.
- Encourage cultural pursuits and life-long learning.
- Advocate for resilient service delivery for medical and mental health.



GOAL 4: Economic Resilience

The Town of Orangeville wants to ensure the resilience of its economy by providing an ecosystem of support and flexibility. The Town works to meet the changing needs of developers and entrepreneurs and to take an active role in economic development.

Objective 9: READINESS – Ensure availability and affordability of employment lands and housing

- Increase inventory of serviced commercial and industrial land.
- Ensure Town policies support affordable housing opportunities.

Objective 10: ECOSYSTEM – Retain local business

- Support and collaborate on programs to maintain and grow the local skilled labour force.
- Continue to support development policies and procedures that help businesses succeed.
- Position, brand, and promote Orangeville as a competitive investment location and tourist destination.

Objective 11: COMPETITIVENESS – Attract new business activity and employment

- Ensure levies, charges, and fees allow the Town to retain a competitive advantage.
- Support economic development such as business retention and expansion, and investment attraction.
- Fund and promote the Community Improvement Program and monitor its effectiveness.

Implementation

The Town of Orangeville Corporate Strategy is integral to the municipality's overall corporate organizational ecosystem. Openness, courage, and persistence are required to implement it effectively. Both Council and staff must be firmly committed to the Corporate Strategy's fulfillment. They must be willing to make the sacrifices and leaps of faith to achieve meaningful outcomes.

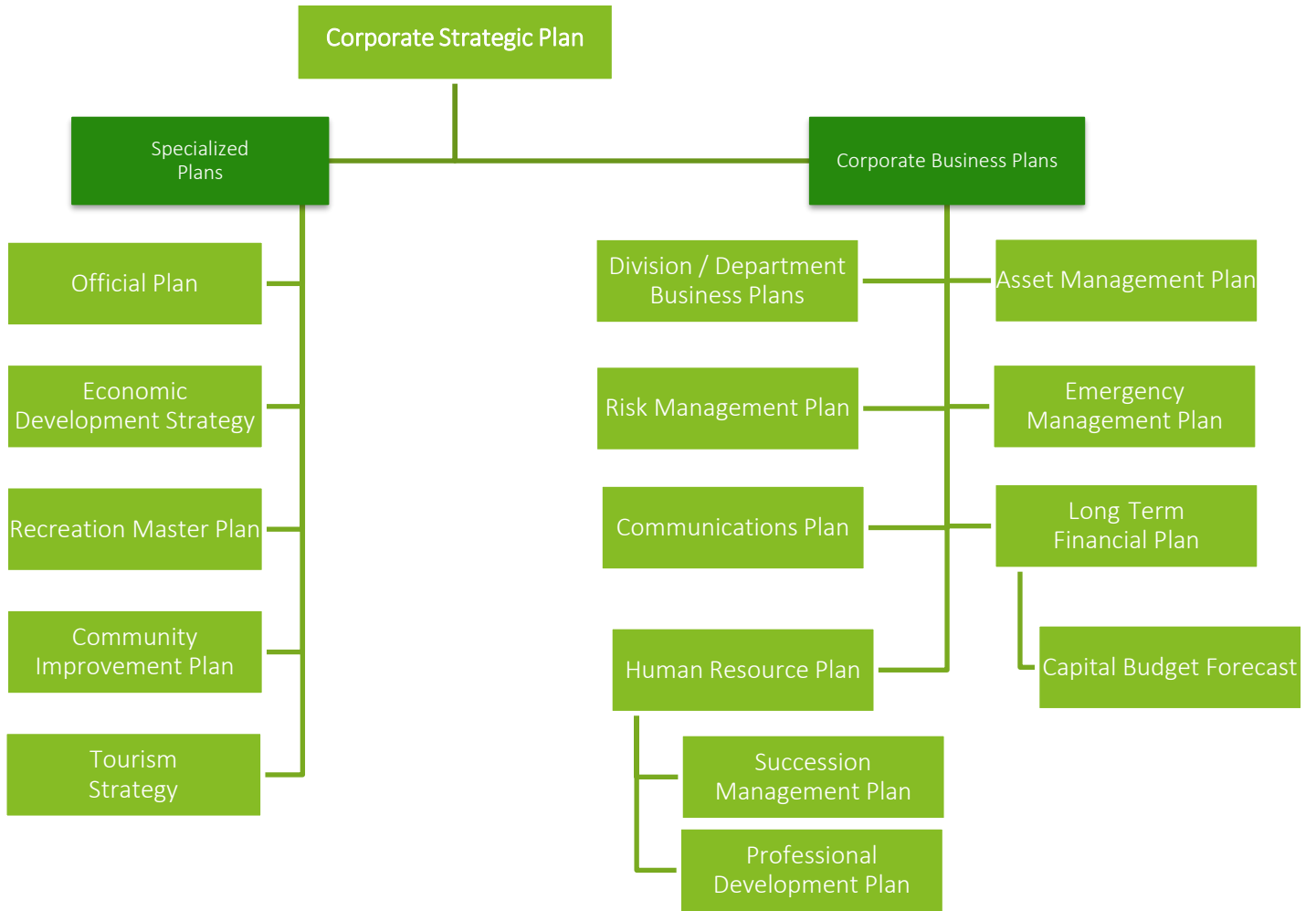
The Strategic Goals and Objectives identified in the Corporate Strategy are overarching guidelines that help Town leaders identify the go-forward plan for programs and services under their mandates. It can be difficult for any institution to move away from established patterns of behaviour, especially when policies, procedures, and legislation are involved. Each Department must align its work with the Corporate Strategy. Existing services should be reviewed to determine their priority within the context of the new organization-wide direction.

New tasks and initiatives will emerge, and they, too, must be ranked in terms of urgency, importance, and relevance, as they relate to the Corporate Strategy. Other plans, strategies and subject-specific documents such as the Official Plan, Recreation Master Plan, and Transportation Master Plan, and all other internal plans, correspondingly align with the lead of the Corporate Strategy.

Building relationships between the Town and its stakeholders is critical in supporting each of the goals that are outlined in the Corporate Strategy. As part of implementation, the Town will use diverse approaches to encourage understanding of, participation in, and input from its stakeholders to advance key priorities.

Figure 2 articulates how a Corporate Strategy aligns with all other municipal reports and plans. This is a sample only of a typical municipality.

Figure 2: Typical position of the Corporate Strategic Plan among other Town plans and strategies



Performance Measurement

Performance measurement is a diagnostic tool that focuses on energy, attention, and effort, helping to support the Town’s commitment to its guiding principles. Council, senior management, operations teams, and citizens will seek to evaluate the quality and effectiveness of the Town’s performance. With these measures in place Orangeville can monitor the use of resources (inputs) and activities (outputs) through a Strategic Progress Report and monitor outcomes (actual results as part of this process) through community reporting.

Strategic Progress Report (Internal)

Annually, the Town of Orangeville should monitor progress on the Corporate Strategic Plan, preferably in advance of the budget submission process. A Strategic Progress Report will be used for internal purposes to reflect the work of municipal departments, ensuring there is a consistent measurement between the actions and tactics completed over the year in alignment with the Strategic Plan.

As seen in the following figure, the Strategic Plan’s goals, objectives and actions that are reported upon through a designated corporate division are given a “status score”. The status of action in the Strategic Plan can be scored on a numeric scale representing whether the action is completed, on track, delayed, or on hold.

- **4 = Completed:** These actions have been completed as per identified targets in the business plan.
- **3 = On Track:** These actions have progressed on schedule and are on track to be completed as per identified targets in the business plan.
- **2 = Delayed:** These actions are still in progress but have been delayed for various reasons.
- **1 = On Hold:** These actions have not been started or have been stopped due to specific reasons and there is a high probability the initiative will not move forward.

Figure 3: Excerpt from Sample Strategic Progress Report¹

Goals	Objective	Action	Division	Status Score	Update
GOAL 2: Future- Readiness	Objective 5: SUSTAINABILITY – Secure the financial viability of the municipality	Update long-term financial planning forecasts	Finance	4	The team has updated long- term financial planning forecasts.

Community Reporting (External)

The Town of Orangeville is home to approximately 30,000 residents, a growing business community and many community stakeholders. Engaging with varied audiences will require robust communication strategies. A key consideration to reporting on the Town’s progress will be integrating thoughtful, clear and impactful information into everything done.

¹ Content in the Strategic Progress Report sample is provided as an example only and not a result related to the mentioned goal.

Regular, annual reporting to the community on progress made on actions identified in the Strategic Plan will be undertaken by the Town. This reporting could take on various forms, but at its core will evaluate and share the following:

- Did we achieve what we set out to do?
- Did our efforts have the desired impact?
- Are we closer to achieving our strategic goals because of these efforts?

Delivery of information through a variety of channels to the right audiences will ensure that the reporting is inclusive of all residents of Orangeville and supports open communication for the Town.



Background

Background

Input Summary Report

The Input Summary Report (under separate cover) for the Town of Orangeville Strategic Plan process included a comprehensive review and analysis of all input received through work performed by the Deloitte team. The Input Summary Report helped set the stage for the development of the draft Corporate Strategic Plan, and included the following sections:

Project Methodology

This section described the step-by-step description of how the corporate strategic plan process was undertaken in three phases: Phase 1: Background Review and Study, Phase 2: Engagement, and Phase 3: Strategy Development.

Environmental Scan

This section summarized the review of Town policies and documents that were examined. Common themes were identified: External Town Services, Land Use and Infrastructure Development, Community Improvement, and Internal Town Efficiencies.

Community Profile

This section summarized up-to-date data and statistics about the Town: Demographics, Employment, and Business Characteristics.

Consultation Summary

This section outlined insights and perspectives gathered from individuals and stakeholder groups in the form of internal and external feedback.

SOARR Assessment

This section assessed the Strengths, Opportunities, Aspirations, Risks and Results (SOARR) of the Town that were discovered through research, data, and consultations. The SOARR assessment played an important role in transitioning from the environmental scan and consultation phase of the process to address strategic planning goals and objectives.

Performance Measurement Examples of Best Practices

This section included examples of best practices used in municipal corporate strategic performance measurement. Basic metrics and complex metrics were explored, including the ISO 37120 international standard for cities, currently being used by the Municipality of North Grenville and the County of Brant.

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