
FROM ORIENTATION TO STRATEGY

Presented by
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*Designing Council Onboarding that Stabilizes
Governance and Enables Leadership*

AGENDA

- The Challenge
- Orientation vs. Onboarding
- Why This Matters
- The Systems Perspective
- The Practical Framework
- The Human Factor
- Obstacles & Opportunities
- Final Tips & Takeaways

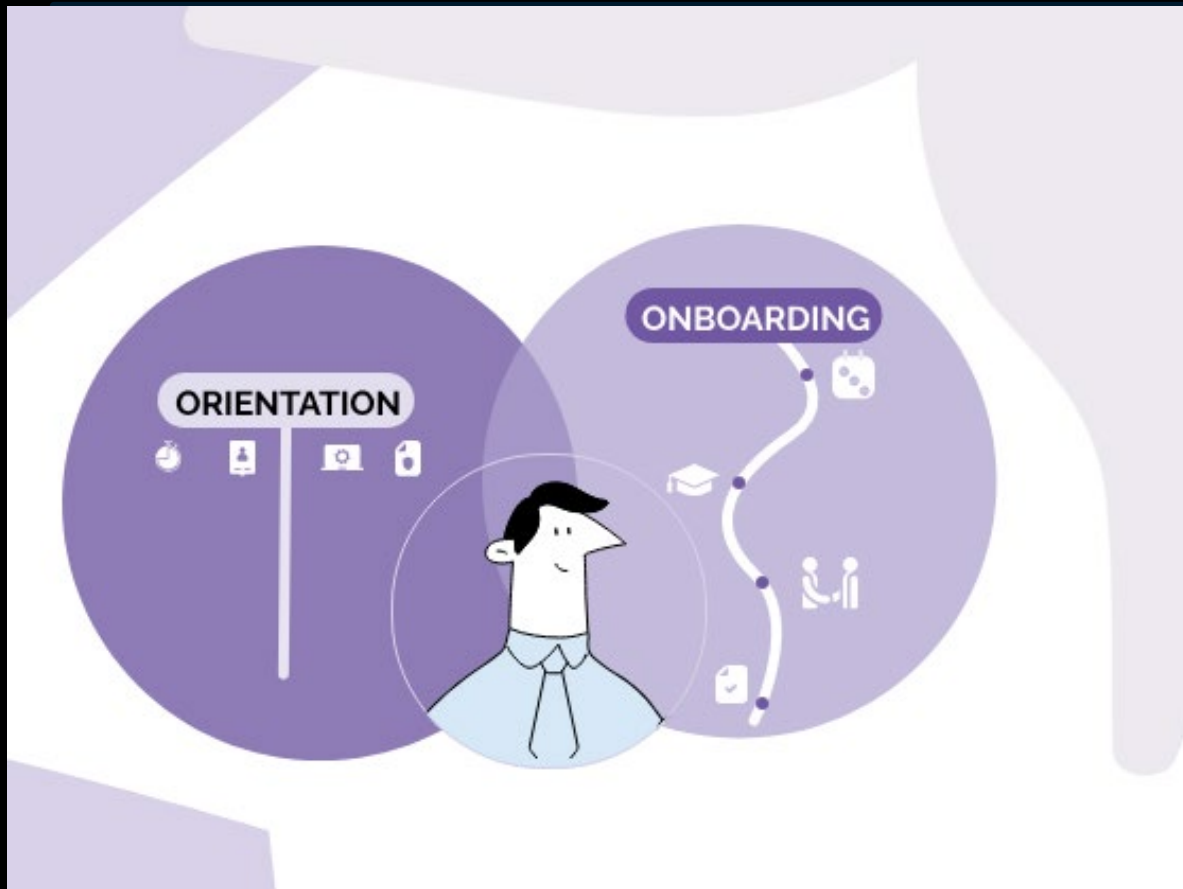
- MUNICIPAL COUNCILLOR

“if all I have is a very limited amount of time to put into being a city councillor, it supports the notion that an investment of both my time and the city’s time in making me be as efficient and effective as possible is exactly what should be done”

**Councils change,
Clerks stay.**



ORIENTATION VS. ONBOARDING



Transactional – Govern Compliantly

- MFIPPA
- Code of Conduct
- Conflict of Interest
- Procedural By-law
- Remuneration
- Meeting Schedules and Report Processes

Strategic – Lead Effectively

- Strategic Priorities
- Data & KPIs
- Financial Realities
- Performance Reporting
 - Business Plans
 - Service Profiles
 - Master Plans

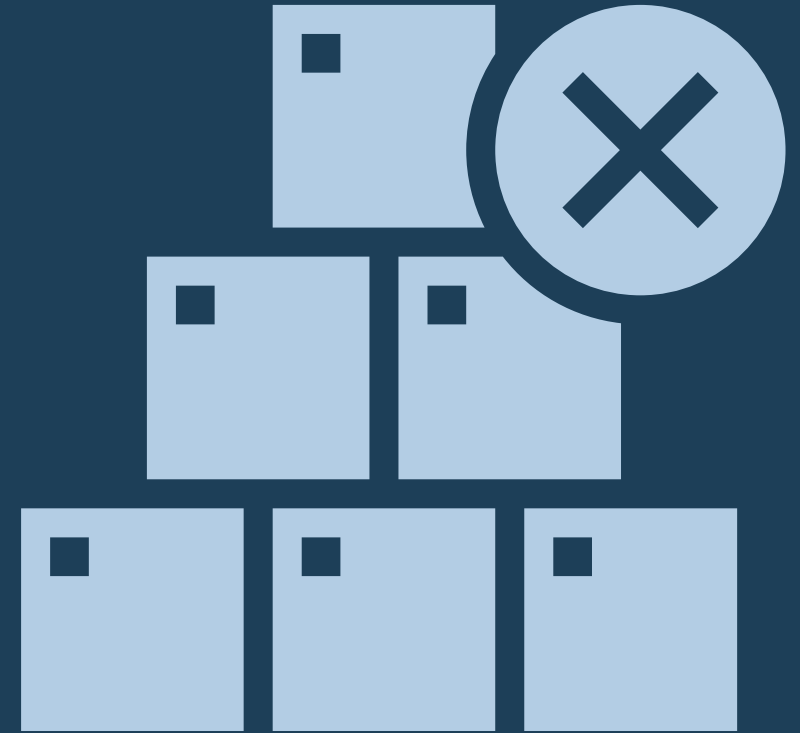
WHY THIS TALK
MATTERS NOW



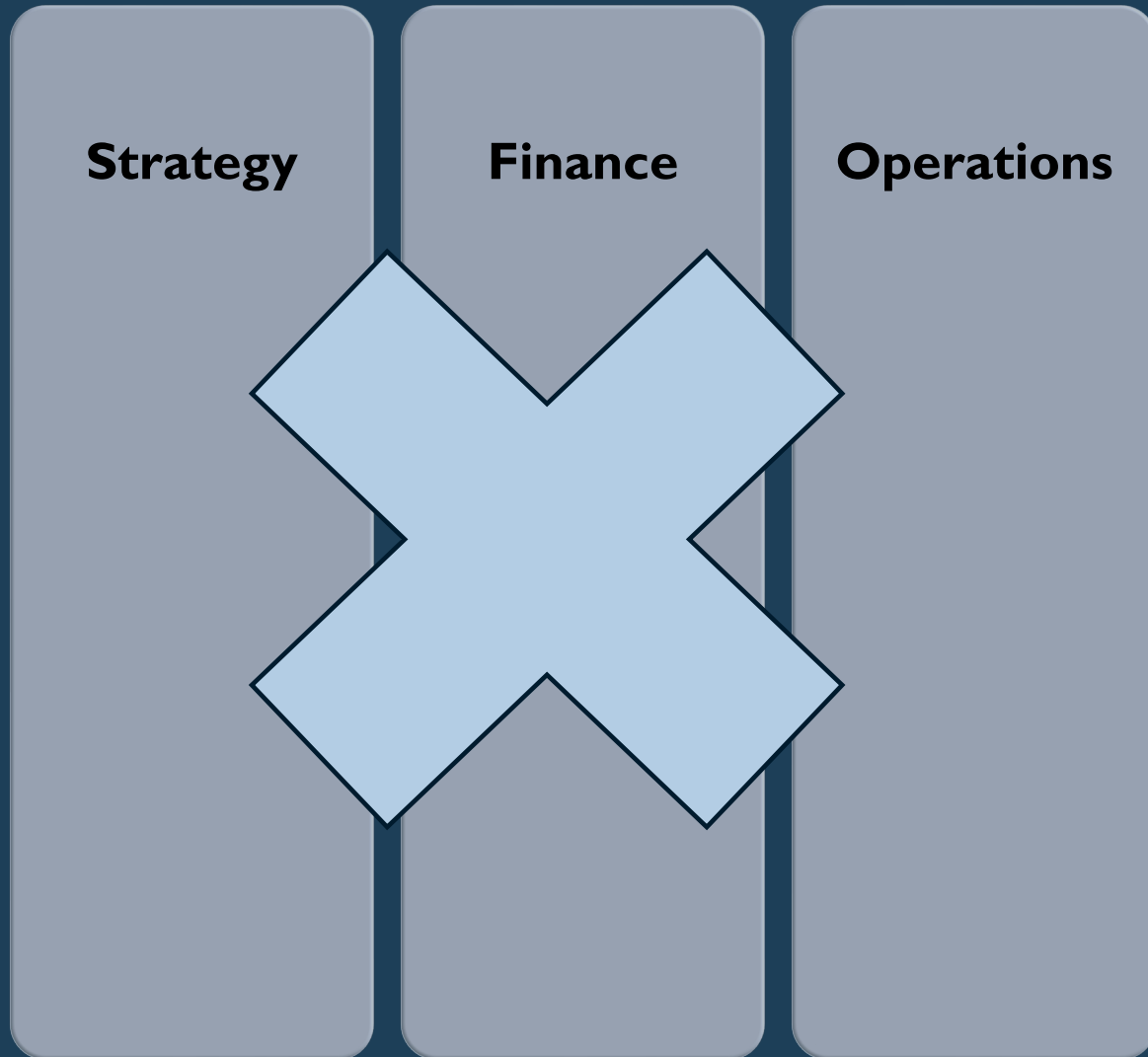


A SHIFT IN THINKING

THE COST OF GETTING THIS WRONG



THE SYSTEMS PERSPECTIVE



BRIDGING THE GAP: SERVICE PROFILES



SERVICE PROFILES CONNECT:

- Strategic priorities
- Performance data (KPIs)
- Financial realities

THEY HELP COUNCIL UNDERSTAND

- What we do
- How well we're doing it
- What it costs
- What is changing

THE PRACTICAL FRAMEWORK

Step

Measurement

Step 1

Assess Your Current Maturity

Step 2

Map Priorities to Dollars

Step 3

Integrate Data Early

Step 4

Build in Iterative Learning

Step 5

Communicate through Story



LEARN TO INFUSE
STRATEGY INTO
ONBOARDING TO
LEAVE A LASTING
IMPRESSION



REMEMBER – THERE
IS NO ‘ONE SIZE FITS
ALL.’ THE KEY IS
PROGRESS.



THE GOAL ISN'T
PERFECTION, IT'S
DIRECTION.

THE HUMAN FACTOR

Council

- Institutional Memory
- Risk Reduction – Not Disruption
- Speak Their Language, Not Ours
- Leadership Legacy
- Leverage Influence
- Shift the Narrative
- The Case for Continuity

Staff

- Clarity rather than Complicate
- Start Small – Progress Incrementally
- Build Coalition
- Leverage YOUR Influence

OBSTACLES → REFRAMED → OPPORTUNITIES

Obstacle	Opportunity
Limited Staff or Resources	Start Small
Lack of Data Maturity	Outcome-based storytelling
Competing Priorities	Simplification Tool
Fatigue/Skepticism	Trust and Stability

TRUST & DECISION- MAKING



FINAL TIPS & TAKEAWAYS



SEEK
FEEDBACK



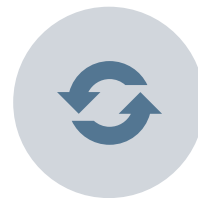
REFLECT ON
PERFORMANCE



EXPLORE NEW
TECHNIQUES



SET TERM
GOALS



ITERATE AND
ADAPT

This doesn't have to be overwhelming. Here are 5 practical things you as Clerks can do in this next election cycle:

- 1) Add a Strategic Initiatives or Priorities overview in the onboarding binder
- 2) Use visuals – traffic lights to simplify
- 3) Tie every onboarding session back to priorities, data (performance) and dollars
- 4) Give them a one-page 'Council Data Primer'
- 5) Remind Council that governance is also about outcomes, not just compliance

Councils Change.

Clerks Stay.

Systems Decide.

And onboarding is where that system is built.

**THANK
YOU**

QUESTIONS?