

**To:** COUNCIL

**Meeting Date:** 9/12/2023

**Subject:** 2024-2026 Strategic Plan- Key Components

**Submitted By:** Cheryl Zahnleiter, Deputy City Manager Corporate Enterprise

**Prepared By:** Jenna Brown-Jowett, Director of Corporate Strategy

**Report No.:** 23-041-CRE

**File No.:** N/A

**Wards Affected:** All Wards

**RECOMMENDATION(S):**

THAT Report 23-041 2024-2026 Strategic Plan key components be received;

AND THAT Council endorse the key components of the Strategic Plan as presented in 23-041-CRE Appendix A – Draft 2024-2026 Strategic Plan Key Component Content.

**EXECUTIVE SUMMARY:**

**Purpose**

To obtain Council endorsement of the key components of the 2024-2026 Strategic Plan. Endorsement and finalization of these elements will confirm the final content of the Plan and will enable important work to continue. This work includes implementation planning, the development of the new Strategic Plan designed document, the creation of launch, education and communication material as well as the development of a measurement and reporting framework to define how we measure, monitor and report on the progress of the plan.

**Key Findings**

Through the various engagements held with Council (as summarized in more detail in the Background section below), we have been able to enhance the Strategic Plan key components in the following ways:

- Editing wording related to aspects of the goals, objectives and strategic actions (to provide further clarity and reflect changes that have occurred since the adoption of our current plan).
- Developing a vision description (to further articulate what Council and staff will strive to achieve over the next four years).

- Updating the corporate value behaviour descriptions (to add additional context).

## Financial Implications

The Strategic Plan sets the vision for the City's future. The Plan will be used to guide the preparation of the annual budget and business plan and ensure the financial resources are available to deliver on the goals of the Strategic Plan.

## STRATEGIC ALIGNMENT:

☒ Strategic Action

**Objective(s):** Not Applicable

**Strategic Action:** Lay the foundation for future community-building

OR

☐ Core Service

**Program:** Choose a Program

**Core Service:** Choose a Core Service

## BACKGROUND:

- A Strategic Planning workshop was held with Council on June 8<sup>th</sup>. The objectives of this session were to complete the gap analysis review and work towards finalization of the key components of the 2024-2026 Strategic Plan.
- The recommendations following the June 8<sup>th</sup> workshop were:
  - Editing wording related to aspects of the goals, objectives and strategic actions (to provide further clarity and reflect changes that have occurred since the adoption of our current plan).
  - Developing a vision description (to further articulate what Council and staff will strive to achieve over the next four years).
  - Updating the corporate value behaviour descriptions (to add additional context).
- As a result of the feedback received at the workshop and the above recommendations, Corporate Strategy held three focus group sessions in July with Council to present the updates and ensure Council feedback was reflected in the modified versions.

- Additional feedback was collected during the focus groups and incorporated into 23-041-CRE Appendix A – Draft 2024-2026 Strategic Plan Key Component Content.

### **EXISTING POLICY / BY-LAW(S):**

There is no existing policy/by-law.

### **FINANCIAL IMPACT:**

Funding for the development of the 2024-2026 Strategic Plan in the amount of \$150,000 was approved as part of the 2022 Capital Budget (Capital Project A/00703-20) and is expected to be completed within budget.

### **PUBLIC VALUE:**

The Strategic Plan provides the framework for the City to identify priorities, make progress and evaluate outcomes. The strategic planning process allows all stakeholders to contribute to, understand and play a role in achieving the vision expressed by our community.

The Strategic Plan contributes to the five public values principles in the following ways:

- Sustainability – by providing a strategic perspective on the activities of the City, the Strategic Plan helps the organization align internal and external priorities, resources and planning activities. This includes financial resources and staff time – helping us to better understand how the City can support and make progress on the areas where there is the highest need or focus.
- Leadership –the strategic plan is a critical piece that helps leadership to align and act on priorities in the City – always keeping the community at the forefront.
- Collaboration – the strategic plan allows us to find common areas of interest across departments, divisions and with all our community partners. It helps us understand how we can better work together to accomplish common goals. It also can help us define how we can be most effective as part of partnerships and collaborative efforts.
- Transparency – the strategic plan provides clear direction that the community and organization can use to measure progress. Reporting on the activities of the City as they relate to the strategic plan also ensures accountability of the organization.
- Engagement – hearing and checking in with our community, stakeholders and partners at regular intervals is an important part of the keeping the strategic plan

alive, relevant and fresh. It also means that we can demonstrate how this feedback continues to shape the direction and key actions of the City.

#### **ADVISORY COMMITTEE INPUT:**

Not Applicable.

#### **PUBLIC INPUT:**

Posted publicly as part of the report process.

#### **INTERNAL / EXTERNAL CONSULTATION:**

Internal and external consultation is critical to the success of strategic planning.

Council, staff, community members and partners have and will continue to be engaged and consulted during the development, launch and implementation of the 2024-2026 Strategic Plan, as outlined in detail in report 23-034-CRE (Development of the 2024-2026 Strategic Plan), which was received by Council on May 9, 2023.

The next planned engagement for Council specifically will be a reporting framework development workshop (will be held in Q4) where the objective will be to enhance our current performance management structure to identify how we will define, measure and report on the progress of our next Strategic Plan. A staff report will be received in Q4 to seek endorsement of the reporting framework and for Council to receive the designed document to launch the new Plan.

#### **CONCLUSION:**

It is recommended that Council endorse the key components of the Strategic Plan as presented in 23-041-CRE Appendix A – Draft 2024-2026 Strategic Plan Key Component Content. Endorsement and finalization of these elements will enable critical work to continue on the development and implementation of the Strategic Plan that is directly related to the key components. This work includes implementation planning, the development of the new Strategic Plan designed document, the creation of launch, education and communication material as well as the development of a measurement and reporting framework (which will define how we measure, monitor and report on the progress of the plan).

#### **REPORT IMPACTS:**

Agreement: **No**

By-law: **No**

Budget Amendment: **No**

Policy: **No**

**APPROVALS:**

**This report has gone through the appropriate workflow and has been reviewed and or approved by the following as required:**

**Director**

**Deputy City Manager**

**Chief Financial Officer**

**City Solicitor**

**City Manager**

**ATTACHMENTS:**

**When naming attachments please use the following format:**

1. 23-041-CRE Appendix A – Draft 2024-2026 Strategic Plan Key Component Content