

# Staff Report to Council

**Title:** Strategic Plan Ad-Hoc Committee

**Report Number:** Strategic Initiatives-2023-13

**Director:** Chief Administrative Officer

**Manager:** Strategic Initiatives

**Meeting Date:**  
Wednesday, November 22, 2023

**Date to be considered by Council:**  
Wednesday, November 22, 2023

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## Recommendation:

That Council pass a By-law to approve the Terms of Reference for the Strategic Plan Ad-Hoc Committee, as presented; and

Further, that Council appoints the following Council members to the Ad-Hoc Committee \_\_\_\_\_, \_\_\_\_\_, and \_\_\_\_\_.

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## Executive Summary:

In order to identify and make recommendations regarding the process to develop a strategic plan for 2025, a Strategic Planning Ad-Hoc Committee is being proposed to provide direction on the overall framework to plan and implement a strategic planning process (see attached Terms of Reference). This Ad-Hoc Committee would work with staff to provide advice and recommendations on the process to develop a Strategic Plan including: - Timelines of the new strategic plan;- The environmental scan needed to set the context for the planning process;- The public engagement process including the identification of sectors and participants to be invited to be informed, involved and//or engaged in the process;- When and if consultants are needed throughout the process; and- Identify a future measurement and monitoring process for the Strategic Plan. Should Council approve this Ad Hoc Committee's Terms of Reference, staff are requesting that Council appoint 3 members of Council to participate in this group.

## Financial Considerations:

There will be no costs associated with the operations of this Ad-Hoc Committee. However, there will be costs associated with the strategic planning process which will be submitted through the annual budget process for 2024 and 2025.

## **Context and Background Information:**

### **What is strategic planning?**

A Strategic Plan describes a future view of what the organization is working to achieve. The process provides the opportunity to identify the most pressing needs of the community which in turn informs decision making on future actions and resource allocations.

The process to develop the plan is just as important as the plan itself. Both the process and the plan help to:

- Understand the past successes and challenges.
- Identify priorities based on current and future needs and context.
- Ensures the organization is responding to the most pressing needs of the community/customers.
- Identify what is out of scope for the organization.
- Inform the budget process and guides alignment with operational and capital planning.
- Enhance organizational effectiveness and resilience in the face of change.
- Ensure alignment and coordination of staff, volunteers, and partners.

It is important to note that there is no magic in the specific components or the order of the steps the organization uses to complete the strategic planning process. What is important is that the organization engages in a deliberate process that engages the community and partner organizations to identify the most pressing needs to address in the future.

The Ad-Hoc working group will provide advice and direction on the strategic planning process and components to implement.

### **Consultation Overview:**

Community participation will be key in the strategic planning process to understand the key issues and priorities that matter most to the community. The Ad-Hoc committee will develop an engagement plan for the process and will ensure that connections are made with people of diverse backgrounds and ages. An equity lens will also be applied to remove barriers to participation throughout the process.

### **Implementation Considerations:**

Updates on the strategic planning process and timelines will be brought to Council quarterly, with the goal to have the Strategic Plan approved by Council in November 2024.

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**Attachments:** Attachment: Ad-Hoc Strategic Planning Terms of Reference

**Prepared by:** Lorie Fioze, Manager of Strategic Initiatives

**Submitted by:** Lorie Fioze, Manager of Strategic Initiatives