

# Staff Report to Council

**Title:** Strategic Planning

**Report Number:** CAO General-2024-15

**Director:** Chief Administrative Officer

**Manager:** Manager.

**Meeting Date:**  
Wednesday, May 22, 2024

**Date to be considered by Council:**  
Wednesday, May 22, 2024

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## Recommendation:

That Council discharge the Strategic Planning Ad Hoc Committee; and

That Council add \$15,000 to the Strategic Planning Budget to provide for consultants to assist in the development of a Strategic Plan for 2025.

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## Executive Summary:

Staff are recommending that the Council discharge the Strategic Planning Ad Hoc Committee and support some additional funding to support the creation of a strategic plan for 2025.

## Strategic Priorities:

An updated strategic plan will provide confirmation of strategic priorities for 2025 and beyond.

## Financial Considerations:

Council supported \$25,000 in the 2024 budget to assist in the strategic planning process to allow for consulting assistance to support some aspects of the process. Staff are recommending that the budget be increased by \$15,000 to support engagement of a consulting firm to assist in the process, and that the additional funding come from the Contingency Reserve.

## Policy:

The Corporate Strategic Plan ends in 2025.

## Context and Background Information:

In November 2023, staff recommended the formation of a Strategic Planning Ad Hoc Committee to identify and make recommendations regarding the process to develop a strategic plan for 2025. The expectation was that such a committee would provide direction on the overall framework to plan and implement a strategic planning process and 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.

For a variety of reasons, the Ad Hoc committee was not able to meet for several months. Staff are recommending that Council discharge the Committee and engage a consulting firm to assist with the development of a strategic plan.

### **Consultation Overview:**

Consultation will be an aspect of the strategic planning process. The recent public engagements on other departmental plans will also be used to help provide insights to develop an overall strategic plan.

### **Origin:**

The current Corporate Strategic Plan was developed for the period of 2020-2025. At the start of its term, Council reviewed and refined strategic priorities with the expectation that a new strategic plan would be developed in 2024 to take effect in 2025. One of the recommendations of the Governance Review that Council undertook at the start of the term was for a Strategic Plan to be developed.

### **Implementation Considerations:**

It will be beneficial to work with a consulting firm to help not only with plan development, but also for the creation of action plans to help deliver on the implementation of the strategic plan.

### **Risk Analysis:**

A lack of strategic goals and objectives can result in a lack of understanding of prioritization, poor use of resources and time management, and organizational confusion.

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**Attachments:** N/A

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**Submitted by:** Jillene Bellchamber-Glazier, CAO