



Strategic Planning

PURPOSE To establish accountability and transparency in Strategic Planning for Council.

SCOPE This policy applies to Council and Senior Staff.

POLICY: Council acknowledges that a Strategic Plan is an important and effective way for Council to identify its strategic goals and priorities for the work undertaken by the municipality and is used to guide the work plans of each municipal department.

To ensure accountability, transparency and consistency, Council shall undertake Strategic Planning within the first four months of a Council term following a general local government election using an external consultant experienced in the development of municipal strategic plans. Further, Council will update the strategic plan annually for the remainder of the election term also using an external qualified consultant.

Staff shall provide Council with semi-annual progress review (September) during a Committee of the Whole meeting. Strategic plan implementation updates will also occur during quarterly departmental work plan updates.

GUIDELINES:

STRATEGIC PLAN

- 1.0 Staff shall make preparations (hiring a qualified facilitator, preparing information and placing meeting notices) to enable a strategic planning meeting to occur in by the end of the first February following a general local government election.
- 2.0 The Strategic Plan developed by Council following the election shall be for a four year period of time (the Strategic Plan is for the election cycle).

STRATEGIC PLANNING PROCESS

- 3.0 Strategic Planning processes should incorporate the following elements:
 - a. Strategic Plan development after an election cycle facilitated by a consultant.
 - b. An annual Strategic Plan Update facilitated by a qualified consultant.
 - c. A semi-annual Council/Staff review of plan implementation.
 - d. Public attendance at the Strategic Plan updates.
 - e. Staff provide updates on plan implementation and suggestions for new plan priorities.
 - f. Council considers staff suggestions, public suggestions, and Council member

COUNCIL POLICY

suggestions and establishes strategic priorities in Committee of the Whole meetings.

- g. Staff will identify for Council supporting projects, department(s) involved and estimated timeline for completion of the draft Strategic Plan priorities.
- h. The final Strategic Plan document shall be approved by Council in a regular meeting of Council.

STRATEGIC PLANNING REVIEW PROCESS

- 4.0 The Strategic Plan should be updated once annually at the beginning of each year during the term of the Council.
- 5.0 In addition to the annual update, a semi-annual meeting should be held with Council and Staff in each September for Strategic Plan progress reviews.
- 6.0 Ad-hoc reviews of Strategic Plan priorities for important emergent issues may be held when Council deems necessary. If a mid-year update is being considered, staff should apprise Council of any resource and budget implications.
- 7.0 The Strategic Plan should be reported on in the following ways:
 - a. Staff comments on strategic plan priorities in each report coming to Council.
 - b. Regular (3 times per year) work plan reports from staff.
 - c. Report on strategic plan implementation in semi-annual Council/Staff reviews.

POLICY RECORD

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