



Council Member Motion

For the Committee of the Whole meeting of November 13th

Date: November 8, 2018 **From:** Mayor Helps
Subject: Strategic Planning Process

Summary

The objective of the strategic planning process is to end up with a concrete, achievable strategic plan that will guide the decisions of Council and the work of staff for the next four years and to include clearly in the plan how we will engage with the public. Once in place, the plan will be reviewed on a quarterly basis and updated according to a clear process.

In order to have a plan with concrete outcomes that reflects the will of council and the aspirations of the public, we need to do the following:

1. Ensure that Council feels good about the strategic planning process and like there is room for everyone's ideas to be considered.
2. Assess the initiatives already underway and determine which we will discontinue in order to create capacity for new initiatives in 2019.
3. Determine what is working well – what are the strengths in city hall and in the community?
4. Determine what is not working well and needs improvement.
5. Determine what opportunities exist to build on strengths and improve what's not working.
6. Logically sequence proposed actions to set ourselves up for success.
7. Determine which actions in the plan we will engage the public on and at what level and which we will not.
8. Share the plan with the public and incorporate public feedback before we adopt the final plan.
9. Align the 2019 budget with the 2019 actions in the plan. Do this on an annual basis in order to ensure the resources and capacity necessary to achieve the plan are available while the ongoing operations of the city (approximately 85% of staff time, resources and capacity) are also maintained.

In the first planning session (see agenda below) we developed through collaboration and consensus the document attached as Appendix A which is the very beginnings of a four year strategic plan. This document will be developed further through our November 13th and November 20th sessions.

Tuesday November 6th 8am-2pm

Agenda

- a.) Learn about the projects currently underway
- b.) Determine which of the projects we will discontinue

Tuesday November 13th 8:30am-3:00pm

Agenda

- a.) Review, revise if necessary and reaffirm work from November 6th
- b.) Answer the following questions:
 - i.) What is working well at City Hall and in the City – what are our strengths?
 - ii.) What is not working well at City Hall and in the city and needs improvement?
- c.) Based on what's working well and what needs work, determine high level objectives that need to be achieved by 2022 in order to seize opportunities and fix problems.
- d.) Big ideas – what are the high level actions needed to achieve these objectives?
- e.) As Tracy Lorensen noted at the regional orientation, "If everything makes it in to your strategic plan it is not a strategic plan, it is a letter to Santa." Begin to make the hard choices – what stays and what goes?

NB Between November 13 and 20 the Mayor (as facilitator) will develop a proposed logical order of actions to achieve the outcomes. We must use logic. If we do not proceed logically, and if we do not know which action is a prerequisite to which other action, we will fail immediately.

Tuesday November 20th 8am-2pm

Agenda

- a.) Review and refine proposed very draft plan.
- b.) Determine which level of engagement is needed for which action (Please review attached City of Victoria Engagement Framework in advance).

Thursday December 6th – Regular Committee of the Whole Meeting

Adopt final draft plan and put it forward for public consultation.

Note that the agendas of each day will be fluid. If we accomplish everything in less time than anticipated, we will move on to the next items as time and energy permit.

Respectfully Submitted,



Mayor Helps