



For the Committee of the Whole Meeting March 14 2019

---

**Date:** March 7 2019      **From:** Mayor Helps

**Subject:** 2019- 2022 Final Strategic Plan for Adoption

---

### **Background**

Council's first order of business after being sworn in was to turn our minds to how we could take what we heard from the public on the campaign trail along with important unfinished actions from last term and create a bold *and* achievable four-year plan.

We began by asking ourselves and each other:

- What would Council like to get out of the planning process?
- What would Council like to see in the plan?
- What's working well in the city?
- What are opportunities for improvement in the city?
- What's working well at City Hall?
- What are opportunities for improvement at City Hall?

As part of the planning process – and to ensure that the plan would be achievable – we asked staff to go through the plan line by line and analyze what financial and human resources would be required to achieve all of the actions in the next four years.

And then, we drew on the energy, intelligence and goodwill of the public and asked for help. Through a month-long online survey and a full-day Engagement Summit in January 2019, we gathered insightful and practical feedback from many members of the public.

In early February 2019, Council took all of the information gathered from both staff and the public and began to adjust the plan based on that input. We discussed and debated the plan in the order of importance that survey respondents had given to the strategic objectives. And as we went through the plan, we used the input from the Engagement Summit and the ranking of the importance of actions by the public as a guide. The Outcomes associated with each Objective were generated by the public at the Engagement Summit. And the plan's goal statement was also generated by members of the public working creatively together at the end of the day-long Summit.

### **Final Steps**

At the February 28<sup>th</sup> Council meeting, Council directed staff to bring forward a final Strategic Plan based on the amendments made by Council in our February planning sessions. Since that time, on Council's behalf – and based on public input – I have made some final proposed changes to the plan for Council's consideration.

Based on the work of members of the public who attended the January 19<sup>th</sup> Engagement Summit, I have developed a draft Goal statement for Council's consideration. In addition, based on

Council's desire to have measurable Outcomes and, again, based directly on input the public provided at the Engagement Summit, I have developed Outcomes for each Objective. I have also added two relevant Actions to 2019 and 2020 Objective #1 Good Governance. Specifically I've added 2019 Action #1 "Develop measurement and monitoring process for Strategic Plan Outcomes" and 2020 Action #11 "Implement measurement and monitoring process for Strategic Plan Outcomes."

I have also added a Preamble to the plan that explains to the public the process Council went through in developing the plan. In this section, in keeping with the City's Public Engagement Framework, I outline how public input informed the process and the plan. Finally, at the end of the document I've included a process for amending the Plan as well as an Appendix that transparently outlines Council's hopes for the plan and the process as well as our evaluation of the strengths and opportunities for improvement at both City Hall and in the city.

### **Recommendation**

1. That Council review the Goal statement and amend it if necessary.
2. That Council adopt the 2019-2022 Strategic Plan.

**Respectfully Submitted,**

A handwritten signature in black ink, appearing to read "Z. Helps", written in a cursive style.

Mayor Helps