

BACKGROUND

The attached reference document (Appendix A) was prepared to offer some context and to support Council's strategic planning work. Staff anticipates the development of the strategic plan will occur throughout the first and second quarters of 2019.

Senior staff prepared the attached analysis of potential issues and opportunities that could form a basis for Council's strategic plan discussions and assembled them into the attached summary. Also attached is the staff report (Appendix B) presented at Council's August 14, 2018 meeting about Council orientation and strategic planning. It included an outline of the anticipated strategic planning process.

As discussed with the Mayor, the following schedule and milestones will be used to complete your strategic plan by the end of the second quarter:

January 8 - introductory planning session for Council - facilitated by Dr Chris Bart, former Professor of Strategy and Governance at McMaster University's DeGroote School of Business. Dr Bart is also an author, professional speaker and business consultant. He is an authority on organizational mission and vision statements, the roles and responsibilities of corporate directors and the strategic governance of for-profit and not-for-profit organizations. Among other accomplishments, he has assisted a variety of municipalities with the development of their strategic plan. Attached is a full biography (Appendix C).

January and February - Councillor surveys conducted by Dr Bart with individual members of City Council. The information from these surveys will inform a strategic planning workshop that will be held in March.

March 22/23 - Council Strategic Planning Workshop - a two-day session facilitated by Dr Bart with City Council where choices about strategic directions and actions will take shape. The Executive Leadership Team will also participate in this session.

April - first draft of the Strategic Plan

May - final draft of the Strategic Plan

June 25 - Council approval of the Strategic Plan

The attached reference document is a starting point for deliberations about Council's priorities and the changes required in the community's infrastructure, quality of life and economy. It is not, and is not intended to be, an exhaustive list of issues, nor a comprehensive analysis of all of the factors that Council may wish to consider during its strategic planning activities.