

City of Leduc Strategic Planning Committee

2019-2022 Strategic Plan Development – Sessions 2/3

February 21, 2018 (Wednesday) 4:00 pm – 8:00 pm

February 22, 2018 (Thursday); 8:30 am – 4:00 pm

Lede Rooms, Civic Centre

February 21, 2018

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| 4:00-4:10 pm | Opening Remarks and Workshop Agenda Review |
| 4:10-4:40 pm | Review of the results of previous workshop |
| 4:45-5:00 pm | Overview of Proposed Outline for the Strategic Plan |
| | <i>Dinner (1 hour)</i> |
| 6:00-7:00 pm | An Economically Prosperous City |
| 7:00-8:00 pm | A City Known for its Public Infrastructure |

February 22, 2018

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| 8:30-9:30 am | A City Where People Want to Live and Do Business |
| 9:30-10:30 am | A Sustainably Growing City |
| | <i>Break (30 minutes)</i> |
| 11:00-12:00 pm | An Environmentally Sustainable City |
| | <i>Lunch (1 hour)</i> |
| 1:00-2:00 pm | A Collaborative Regional Partner |
| 2:00-3:00 pm | Sequencing and Scheduling |
| | <i>Break (15 minutes)</i> |
| 3:15-3:45 pm | Performance Monitoring |
| 3:45-4:00 pm | Moderator's Summary and Next Steps |

2019-2022 Strategic Plan

1. Introduction

The City of Leduc Strategic Planning Committee is scheduled to meet on February 21st (evening) and 22nd (all day) to continue working on the development of a new strategic plan. This briefing note is intended to help Members of Council prepare for this important workshop.

The focus of the two-day workshop will be on:

- identifying the **strategic goals** City Council want to focus on over the next four years;
- defining the **outcomes** Council wants to achieve within the context of these goals;
- **scheduling** the work which will need to be done to pursue Council's goals, and
- determining how to **measure and monitor** the progress the City is making towards achieving these goals.

2. Purpose

The *2019-2022 Strategic Plan* is intended to clearly define Council's priorities for the next four years. It does **not** need to speak to every program and service delivered by the City or to reiterate ongoing priorities. It should be strategic, not operational.

A good strategic plan identifies those things that Council wants to change, add or focus on over the next four years.



3. Facilitation

The consulting team engaged to help us develop a new strategic plan will facilitate the workshop. Catrin, Jeff and Brian will guide you through a structured process designed to meet the objectives of the workshop.

Members of Council and the Executive Team will work together to define goals and outcomes. The Corporate Project Team will be available to support your efforts.

4. Agenda Items

Overview

- Agenda review – objectives and process
- Review of the results of previous workshop – draft vision and values
- Overview of the proposed outline for the strategic plan
- Discussion of terminology

Strategic Priorities

- An Economically Prosperous City
- A City Known for its Public Infrastructure
- A City Where People Want to Live and Do Business
- A Sustainably Growing City
- An Environmentally Sustainable City
- A Collaborative Regional Partner

Sequencing

Moderator's Summary

- Draft outline
- Next Steps

The consultants will use each of the following steps to define each of Council's strategic priorities.



5. Community and Stakeholder Input

We asked hundreds of people to comment on the type of community they want to live, work and play in. People told us that they want Leduc to pursue economic development opportunities and to play an active role in regional partnerships. We heard support for more public transit, affordable housing, and recreation and leisure opportunities.



While we need to respect this input, we need to appreciate it for what it is: input. We did not ask people to consider responsibility of other orders of government, the financial capacity of the City or to prioritize their suggestions. Nor did we hear from a majority of Leducites. Your 2019-2022 Strategic Plan needs to carefully consider what the City can and cannot afford and how best to pursue different priorities.

We recommend that you consider the Let's Talk Leduc input (along with the what you hear directly from residents and stakeholders) and weigh it against known future priorities and the advice you receive from Administration. In other words, reflect on the input, but don't be driven by it.

6. Context

Council-led strategic planning is nothing new for the City of Leduc. In fact, the City is highly regarded for its ongoing commitment to council-led strategic planning. Previous councils have developed similar plans identifying their priorities. You are currently working within the context of the 2014-2018 Strategic Plan which was updated in 2017.



The City is committed to **continuous improvement** and is striving to ensure that its strategic planning processes are as efficient and effective as possible.



Council's strategic plan is an integral part of a Corporate Planning Framework which includes annual reviews, quarterly progress reporting to Council and annual community reporting.

Council's strategic plan will help guide the development of annual corporate business plans, business and operational plans, and budgets.

The development of the *2019-2022 Strategic Plan* is being undertaken in five phases. We are now in the third phase of the project: Building a Plan Together.



7. Next Steps

The consultants will use the results of the workshop to write the first draft of the *2019-2022 Strategic Plan*. This and subsequent drafts will be reviewed by the Corporate Planning Team and the Executive Team in March and City Council in April before it is presented to the community and stakeholders for comment in May.

A final draft will be presented to City Council for endorsement in May.