

REPORT

Office of the Chief Administrative Officer

To: Mayor Johnstone and Members of Council
Date: August 28, 2023

From: Lisa Spitale,
Chief Administrative Officer
File: 05.1035.10

Item #: 2023-556

Subject: Council Strategic Plan Workshop Model

RECOMMENDATIONS

THAT Council endorse the expanded Strategic Plan Workshop Model as outlined in this report; and

THAT Council endorse the next steps as outlined in this report.

PURPOSE

The purpose of this report is to seek Council endorsement of the Strategic Plan Workshop Model as outlined in this report, as a means to ensure that Council and staff have the opportunities necessary to review, discuss and give/receive direction on matters related to Council's Strategic Plan Priorities.

DISCUSSION

At the Council Workshop on June 26, 2023, the pros and cons of Workshops vs. Committee of the Whole meetings were discussed. Council directed that staff bring back a report outlining principles for a dedicated Council forum where Council and staff could more effectively work on a variety of strategic priorities in addition to a Regular Council meeting.

Council Strategic Plan Workshops

The City already has a Council Workshop model. Staff is recommending that the Council Workshop model be enhanced.

Over the last two terms, Mayor's Task Forces have been created which were aligned with the Strategic Plan. It is recommended that the Task Forces be eliminated and that the 2023-2026 Strategic Plan be the focus of the Council Strategic Plan Workshop meetings. This focus will help drive progress on Council's Strategic Plan.

The advantages of Council Workshops to advance staff workplans on key strategic topics are as follows:

- all of Council is present - rather than the 3 Council member model under the Mayor's Task Forces;
- Council is able to make a decision at the same meeting - as opposed to the need for the recommendation from the Task Force coming to Council and Council then deliberating; and
- Providing feedback and direction to staff in one meeting allows for a more efficient use of both Council and staff time

Moreover, given the top priority of Housing in the 2023-2026 Strategic Plan – and the need to achieve the City's mandated housing targets – additional opportunities for Council and staff to collaborate should help streamline applications. Given the efficiencies with this refined model, it is recommended that the Land Use and Planning Committee be eliminated and land use and development matters be addressed under this model.

Therefore, it is recommended that three Workshop Themes be created:

1. **Strategic Plan Priorities** – items involving the 5 Priority Areas and the Foundations and the Lenses will be brought here. Each Strategic Plan area would have the ability to bring their items before Council multiple times per month.
2. **Land Use and Development** – this would replace the previous Land Use and Planning Committee where items such as development project reports, sub-area planning reports, planning process and policy documents will be brought here. The ability to meet multiple times per month will help streamline development, in particular, housing.

3. **Budget, Infrastructure and Asset Management** – items such as fiscal policies, 5-year capital plans and asset management plans will be brought here. The Quarterly Reports, which will align the budget with the Strategic Plan will be brought here.

This enhanced model would allow for:

- more in-depth review and analysis;
- discussion of various options and their advantages/disadvantages;
- early scope identification;
- problem-solving; and
- collaborative feedback, dialogue and direction required for efficient decision-making.

It is recognized that other topics that do not fit under these themes may require workshop time with Council from time to time, and these requests will be accommodated. Other items such as bylaw readings and adoption would not come to Council Strategic Plan Workshop, they would remain at Regular Council.

In order to address the need for more of Council's valuable time, additional Workshops will need to be scheduled on what are currently non-Council Mondays. A draft of what that would look like for Fall 2023, and on an annual basis for 2024, is appended to this report as Attachment 1. On an annual basis, there would be approximately 15 additional Workshop Mondays added to the Council calendar.

NEXT STEPS

If Council is agreeable, staff will finalize and bring an amended Fall 2023 Council Meeting Schedule to the September 11, 2023 Regular meeting. Due to UBCM and Thanksgiving, there are no additional Mondays available for added Workshop meetings until October 23rd. The proposed 2024 meeting calendar will be brought in November.

In alignment with Council's objectives to strengthen organizational effectiveness and healthy governance, staff will develop decision-making processes to determine which topics are assigned to Workshop meetings in accordance with the themes and criteria above, and to guide the scheduling and prioritization of topics that arise.

FINANCIAL IMPLICATIONS

The transition from the taskforce model to the Council Strategic Workshop model is expected to result in significant savings in staff time in meeting attendance and in report creation. There are no cost implications for supporting the expanded workshop model.

INTERDEPARTMENTAL LIAISON

Staff from across the organization including SMT have been involved in the process to develop the new Council Strategic Workshop model and their feedback and input has been incorporated into this report.

OPTIONS

The following are options for Council's consideration:

1. THAT Council endorse the expanded Strategic Plan Workshop Model as outlined in this report;
2. THAT Council endorse the next steps as outlined in this report;
3. THAT Council provide alternate direction to staff.

Options #1 and #2 are recommended.

ATTACHMENTS

Attachment 1 – Draft Fall 2023 and Draft 2024 Schedule of Council Meetings

APPROVALS

This report was prepared by:
Peter DeJong, Corporate Officer

This report was reviewed by:
The Senior Management Team
Jacque Killawee, Acting FOI and Privacy Coordinator

This report was approved by:
Lisa Spitale, Chief Administrative Officer