

**Council Visioning and Strategic Planning Exercise**

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**Recommendation:**

1. That the Focus Areas and Priorities in the Strategic Planning Brief (Attachment 3 of the March 2, 2007, Corporate Business Planning Department report 2007CBP010) be approved.
2. That Administration, through consultation with the public, select stakeholders or subject matter experts as appropriate, develop a draft vision of the City of Edmonton for City Council's review and approval.

**Report Summary**

This report outlines a proposed two-stage method for Council visioning and strategic planning to meet short and long-term planning needs. The attached Focus Areas and Priorities launch a short-term process designed to bridge the corporation to the long-term process.

**Previous Council/Committee Action**

- At the February 13, 2007, Council meeting, the following motion was passed:  
That Administration provide a report to City Council through Executive Committee on February 28, 2007, specifically proposing a framework and process for a Council visioning and strategic planning exercise.
- The Council Visioning and Strategic Planning Exercise item could not be added to the agenda of the February 28, 2007, Executive Committee meeting due to an insufficient number of Committee members present.

**Report**

Background

- In 2008, both Plan Edmonton and the Corporate Business Plan will expire and require renewal.
- In order to gain flexibility in a high growth environment, the economic, social, cultural, infrastructural and other strategies will be separated from the land management strategies in the renewal process. The renewal of the Municipal Development Plan (MDP) will focus only on land use as required by the Province and be committed to bylaw for ten years.
- Social, cultural, infrastructural and other priorities will be deferred to the renewal of the Corporate Business Plan to allow for greater flexibility over the ten-year period. The Corporate Business Plan will also capture the strategic direction and focus areas that will guide the development of subsidiary plans throughout the City.
- In this way Administration is preparing to account for any planning gaps caused by the evolution of Plan Edmonton to the new MDP.

The Target Planning Framework

- A survey of Canadian and global municipalities indicates that leading planning frameworks have an approach that can be described in four steps:
  1. Set Direction
  2. Focus Effort/Priorities
  3. Plan/Implement
  4. Report
- In such a corporate planning framework, it is the usual role of Council to “set direction” and to “focus effort.”
- Clear direction at the governance level allows for better alignment of plans, not

only with Council's intent, but also between each other through a hierarchy of plans (i.e., TMP/MDP/Corporate Business Plan integration).

### Setting Direction and Focus Areas

- Setting direction and focus areas is generally done by or approved by the most senior level of any organization.
- This is usually achieved through an annual cycle which allows for setting, refocusing, evaluating or validating of strategy, as well as the alignment of plans, programs and operations.
- In order to "jump start" this process for the City of Edmonton, a two-stage process is recommended:
  - Establish focus areas for use in developing the 2008 budget and providing organizational focus for the balance of the current Corporate Business Plan as an interim measure.
  - Concurrently, initiate a review of community consultations (and further consultations, if necessary) to inform a visioning exercise to begin a full planning cycle for the long term.
- For the purposes of rapidly developing focus areas for Council's consideration, Administration has surveyed recent and long-standing directional decisions of Council and reviewed current Administration plans containing directional elements and recent public consultations (MDP, TMP, Think Tank).

### **Proposed Method - Council Led, Administration Supported, Community Informed**

#### *Short Term*

- Council reviews the draft focus areas prepared by Administration.

- Council approves and/or comments on the draft focus areas.
- Once approved by Council at this or a subsequent Council meeting, the approved focus areas guide the development of current plans under renewal and the development of the 2008 budget.

#### *Long Term*

- Concurrently, a review and evaluation of existing and current community consultation is conducted to develop a "Vision for the City of Edmonton."
- This approach may involve future consultations with the public, select stakeholders or subject matter experts as appropriate.
- This "Vision for the City of Edmonton" will be drafted and presented to Council to kick off a full planning cycle for the Corporation.

### **Justification of Recommendation**

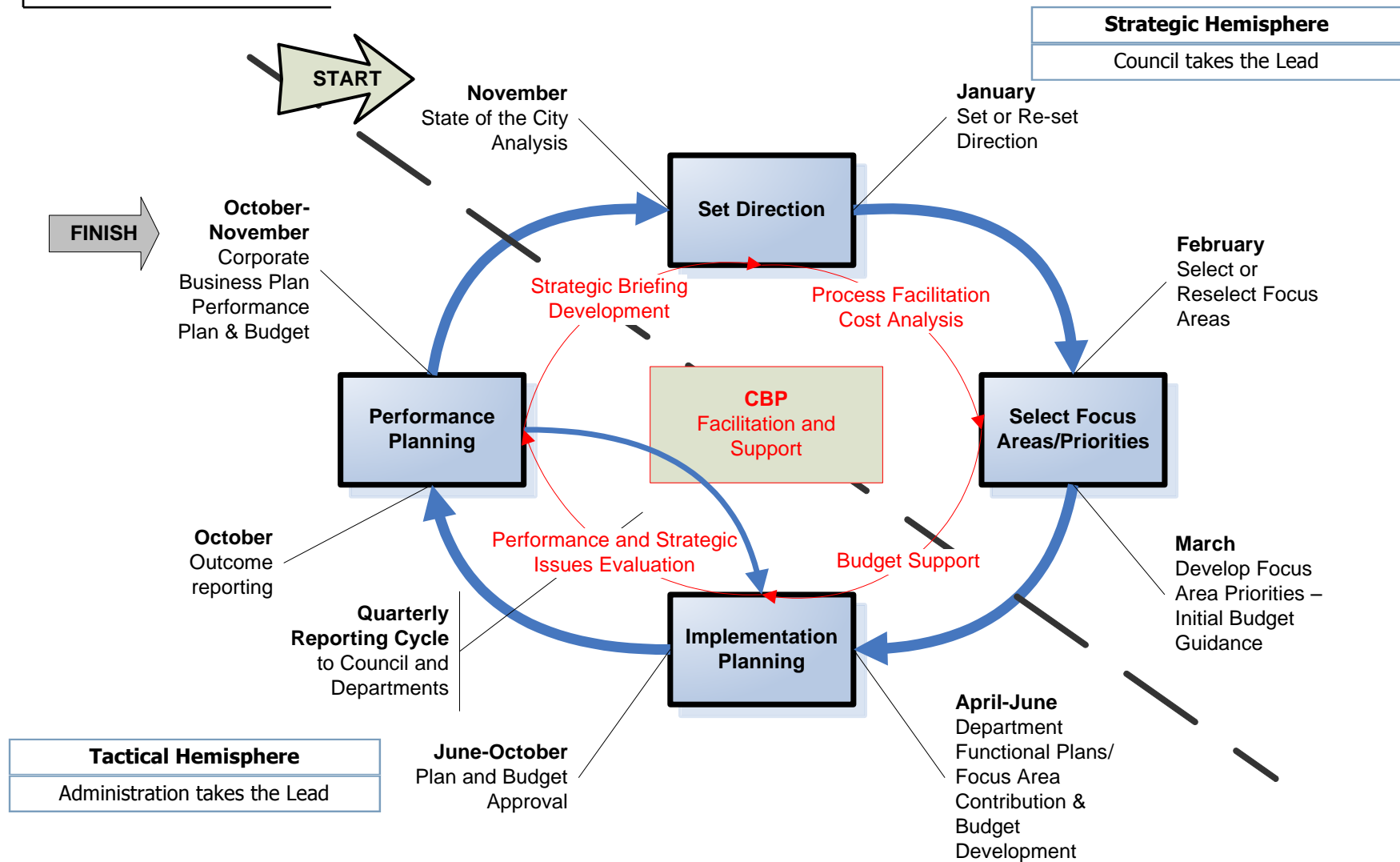
1. The proposed method best achieves Council's purpose in articulating a Municipal Vision and participating in the Corporation's strategic planning given the available time and resources in the short and long term.
2. Considering and approving focus areas will allow Administration to continue planning functions with a direction from Council.

### **Background Information Attached**

1. Draft Strategic Development Cycle
2. Proposed Method
3. [Strategic Planning Brief – Focus Areas and Priorities](#)

Proposed Strategic Development Cycle

Draft Strategic Development Cycle



## Draft Strategic Planning Cycle (narrative)

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Start November to January	Council considers the strategic challenges facing the City and sets a guiding direction for the City on the 3+ year time frame, setting the criteria (Key Strategic Factors) for a successful city would be in that period. This would be achieved in a strategic and direction setting session, or other such mechanism, with City Council. There are a variety of potential options that Council can consider. Opportunity would be given to review and revise this direction setting on an annual basis. This effort would be supported by a strategic briefing provided by CBP. This briefing can be for decision support or for Council's consideration of strategic alternatives.
February	Council selects focus areas in support of its strategic direction. There are a variety of options for Council to consider in achieving this. SMT will develop indicators (Key Strategic Indicators) which will show that Administration is aligned with Council's direction and focus areas. This process is supported by CBP.
March	Council, in concert with SMT, derives priorities within the approved focus areas. Some priorities may be cross-functional. Consideration of priorities is tied to budget implications. SMT finalizes the operational priorities for the planning period also providing initial budget guidance. CBP provides decision-making support to Council and SMT.
April to June	Departments formulate or align functional plans to Focus Areas, identifying contribution to Focus Area outcomes. More detailed costing is developed along with more detailed operational commitments. Costing is fed to budget office.
June to October	Budgets are refined and finalized. Performance planning prepares for reporting on outcomes. CBP rolls up input from the aligned process to develop the Corporate Business Plan (2009/2011). CBP prepares for corporate reporting.
October to November	CBP prepares strategic briefing for Council's annual review. In subsequent years, CBP updates the Corporate Business Plan as a part of that review. The budget is recommended to Council.
Annually on-going	Program and service delivery continue with quarterly performance reporting. Program changes occur as performance planning indicates or planning alignment needs occur throughout the cycle.
Benefits	<ul style="list-style-type: none"> <li>• Clarity of purpose providing simplification of planning eliminating redundancy in planning</li> <li>• Clear hierarchy of plans and planning relationships</li> <li>• Strong statement of the City's position as an entity in the region, its needs to be successful and its intentions to benefit citizens</li> <li>• Become "do" focused instead of "plan" focused without losing the benefits of planning</li> <li>• Become more responsive to opportunity and challenges because we can evaluate them against our intent as a successful city</li> <li>• Provide a platform that meets the business needs of Administration as well as the electoral needs of the mayor and councillors</li> </ul>

Proposed Method

Council Led, Administration Supported and Community Informed

Framework Process Stage 1: "Jump Start" Short Term Stage 2: "Full Start" Long Term

