



# Tecumseh Pre-Strategic Planning Session

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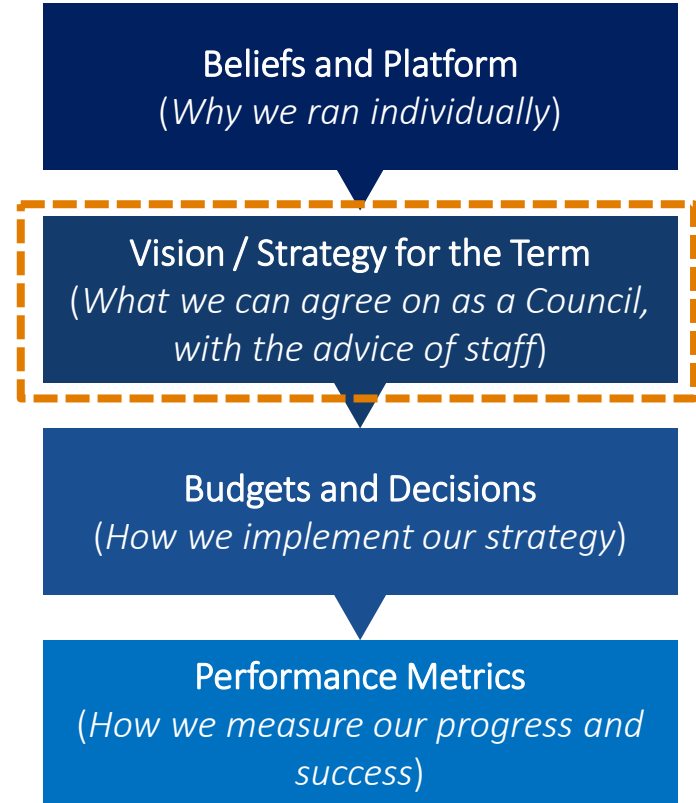
## Session Outline

Time	Topic	Speaker	Notes	
<b>Open Session</b>				
<b>1:00</b>	Opening Remarks	Mayor & CAO		10 min
	Introductions	Around the Room		10 min
	Session Outline	SCI		10 min
	Background	SCI & CAO	<b>60 min</b>	30 min
<b>Closed Session S.239 (k) &amp; (3.1)</b>				

# Introduction to Strategic Planning – Why We Do it

## Coming together on priorities for the Term

- We do not have political parties at the local level: Councillors are elected on their own.
- Yet, once elected Council is expected to work together.
- The challenge is to create a culture that provides stewardship and direction without structural “conflict.”
- Political & media fishbowl: Temptation can be to play up divisions/conflicts
- It is important to do the job we were elected to do...**make decisions as a Council.**



## But no one said strategic planning was easy....

- Strategic planning, or setting priorities for the Council term, is not business as usual: Looking through “the other end of the microscope”
- It can feel “incomplete” or “airy-fairy” or less disciplined than what you normally do

SO, why do we do it?

### If you get it right, the Strategic Plan can help you govern effectively:

- ✓ Helps you tell staff what you want
- ✓ Helps you tell the community where you are going and why
- ✓ Can support your relationship with other orders of government
- ✓ Can help you work together

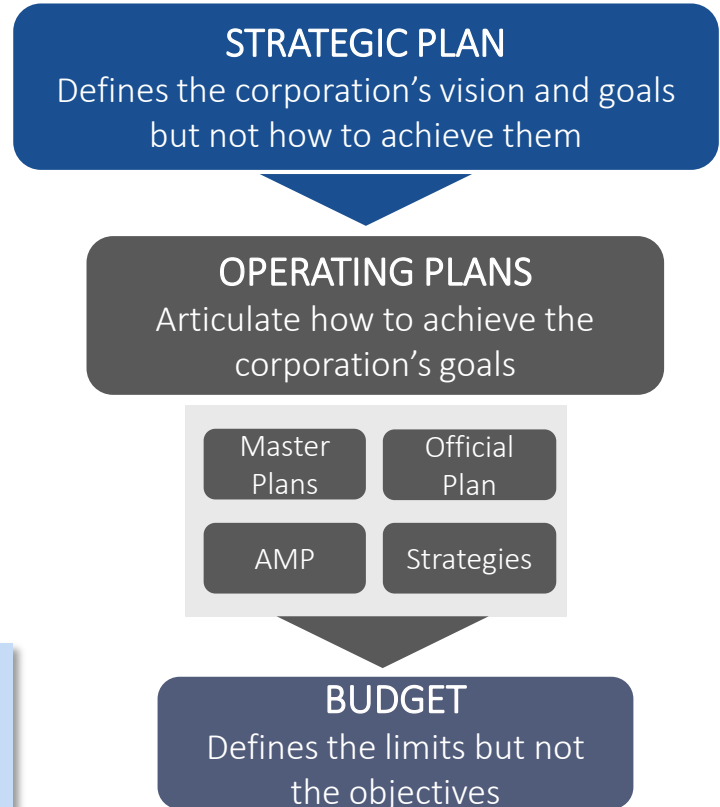
# The value of a Strategic Plan

Practically speaking, the Strategic Plan is the overarching plan that...

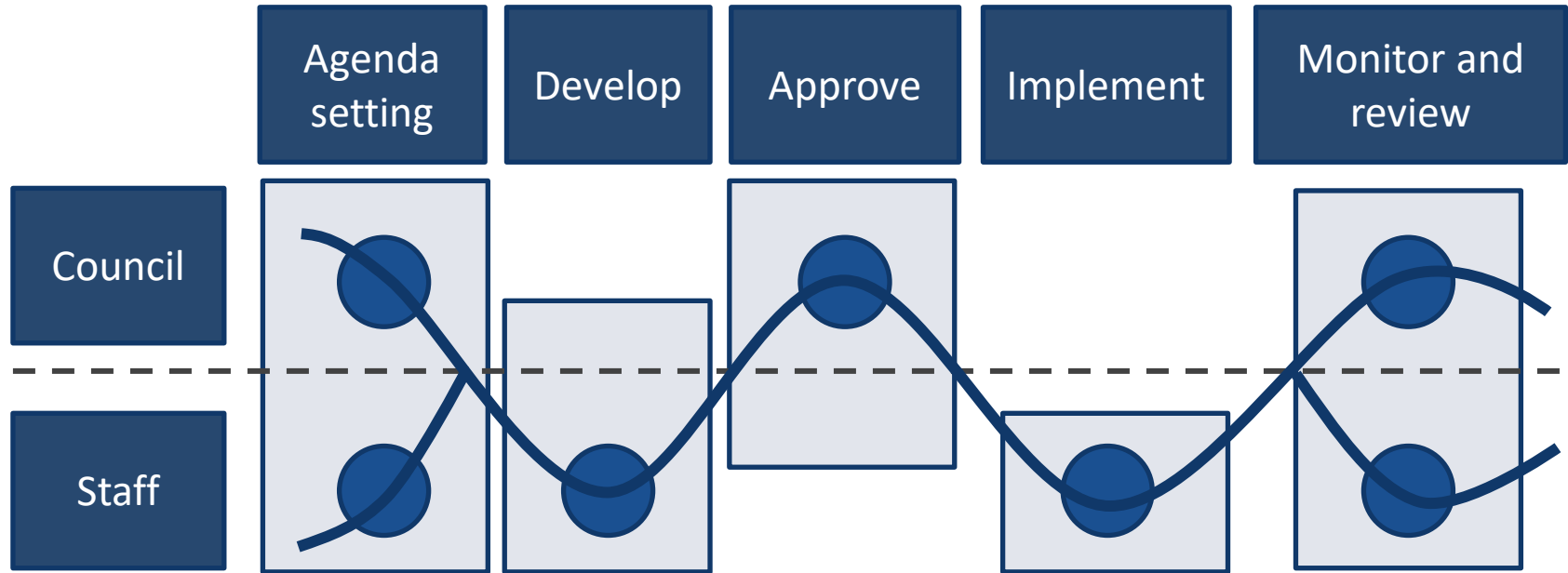
- Guides **Council decision-making** over the lifespan of the plan;
- Informs **corporate business plans** and the **annual budget**;
- Connects staff's day-to-day work to the Town's overall strategic direction; and
- Builds **unity and collaboration** within Council and between Council and staff as all work towards a collective vision.

*"If a municipality doesn't know where it is going, how can it make sure that both council and staff are all going in the same direction?"*

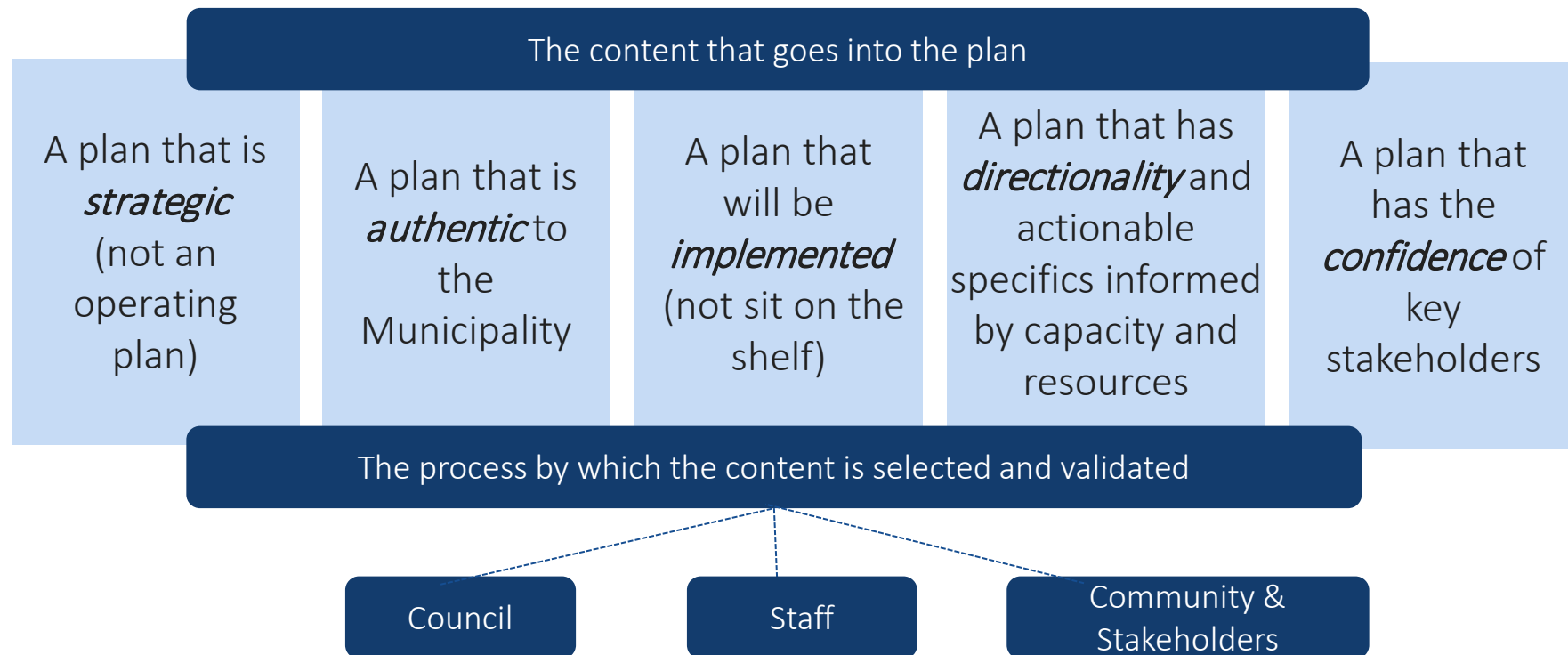
MMAH Ontario Municipal Councillor's Guide (2018)



## Strategic Planning is one important part of the overall decision-making cycle



# The five principles of good municipal Strategic Planning





## Two big things to keep in mind...

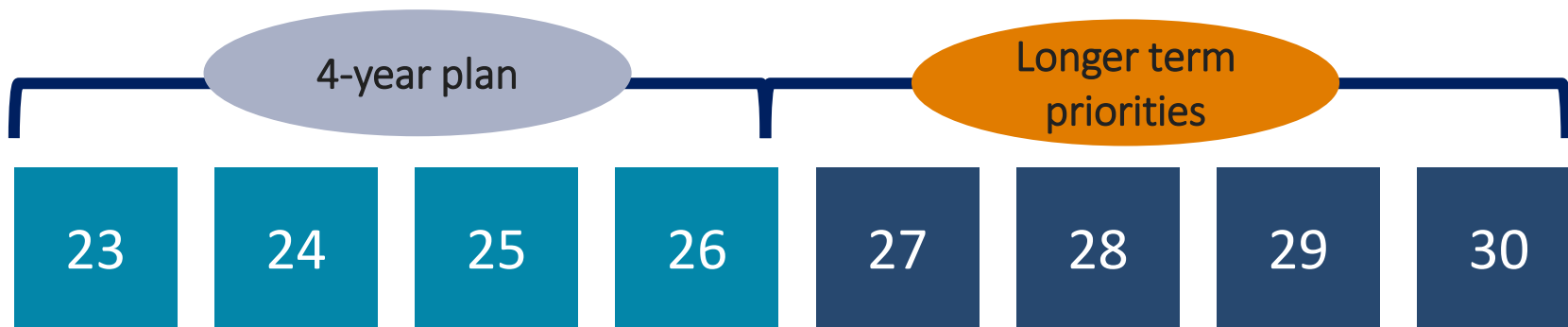
Horizon

Scope

## The timeline of the plan matters: Form follows function

**Municipal strategic plans can have different lines of sight:** Term of Council Plan/Priorities; 10-Year Plan; 20-Year Vision

- In a four-year planning cycle, many projects/initiatives will stretch beyond the Council term.
- As a result, there must be appropriate performance targets and indicators to be able to demonstrate progress over the term.



## Scope: The corporate plan vs. the community-based strategic plan

A Plan for the core operations and administration of the Municipality   A Plan to guide the evolution of the community



The current trend in municipal strategic planning is a hybrid version that includes **ALL aspects of government activity**, not just direct investment or delivery....

## Scope: Plan to optimize all tools of government: not just spending or regulating...

- A critical function is how it convenes other community leaders (business, neighbourhood, health, education) to consider the overall health of the community, identify issues and needs and solve them collectively
- Another critical function is how the municipality advocates with its fellow lower-tier municipalities, the Region, the Province and/or Federal government



## Making space for three sorts of choices

- What is “inevitable” and not really the subject of a “choice”?
  - Due to legislation or practice
- Of what remains, what are the “real choices” on which we need guidance from Council?
  - Less/same/more
- Are there things we should consider doing differently?

### Serving Tecumseh today

- Continuous Improvement
- Customer Service
- Citizen Satisfaction

### Expanding...

- Economic Development
- Managing Growth
- Service Extension
- Infrastructure Expansion

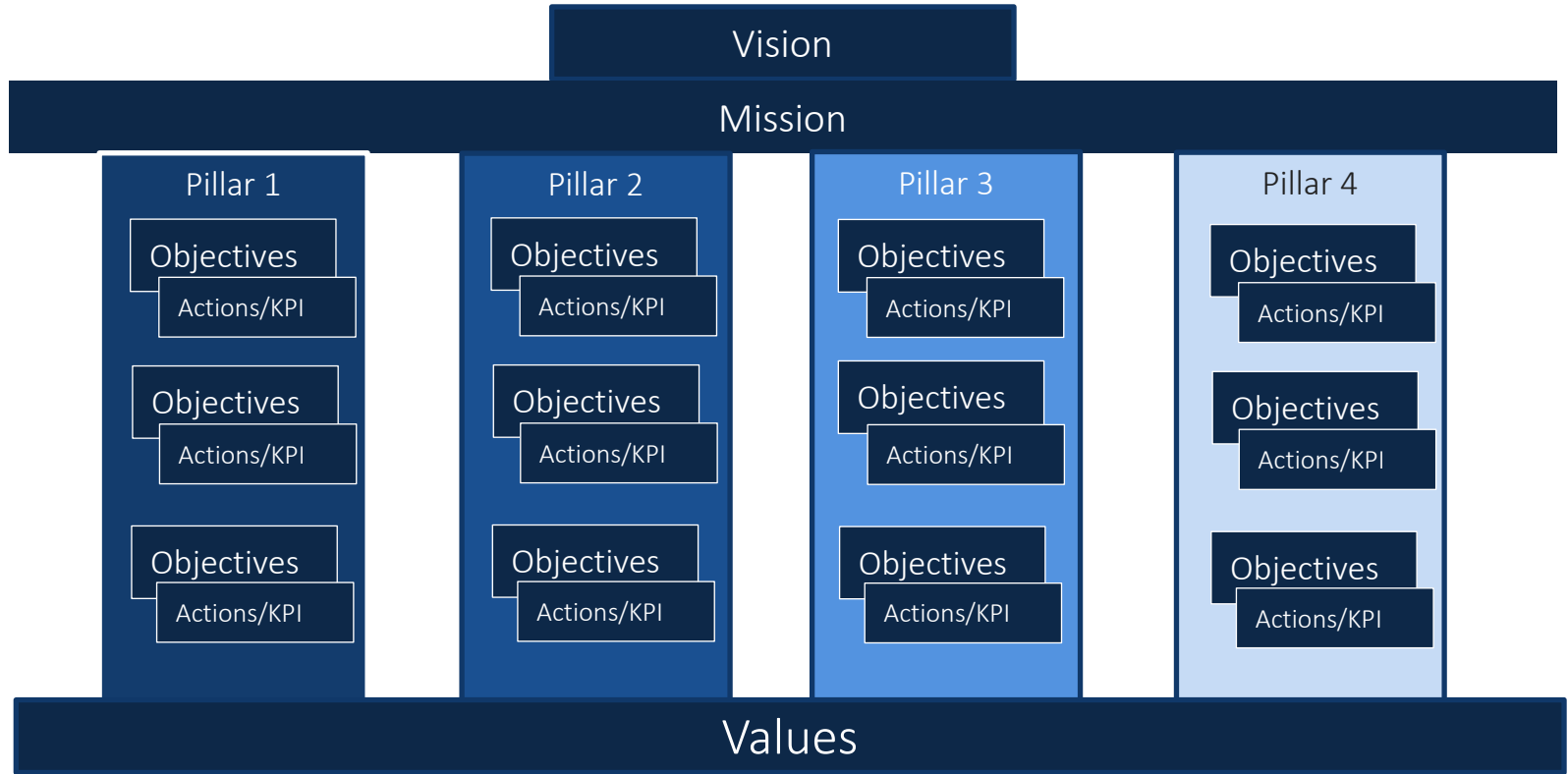
### Maintaining over time...

- State of Good Repair
- Sense of community/place

### Decrease / Cut...

- Consolidate
- Collaborate
- Contract Out

# Sample structure of a plan





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