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## STAFF REPORT

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**TO:** MAYOR AND COUNCIL  
**FROM:** Chief Administrative Officer  
**SUBJECT:** Strategic Planning Workshop – Fall 2025  
**MEETING DATE:** October 14, 2025

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### **PURPOSE**

The purpose of this report is to present to Council the proposed framework for a two-day Strategic Planning Workshop to be facilitated by the Chief Administrative Officer (CAO). The workshop is designed to review the current Strategic Plan, assess progress to date, and establish a focused legislative agenda for the remainder of Council's term.

### **BACKGROUND**

Council adopted its current 2021-2026 Strategic Plan to establish direction, align organizational priorities, and guide resource allocation through the financial planning process. As Council approaches the final year in its mandate, it is appropriate to pause, reflect, and re-evaluate the Plan's progress. A report outlining progress made was brought before Council on September 9, 2025, for which Staff were directed to schedule a strategic planning section in the fall (October).

Strategic planning workshops are a best practice in municipal governance, allowing elected officials to review achievements, identify emerging priorities, and ensure that administrative efforts remain aligned with Council's vision and the needs of the community. This session will be closed to the public; however, a report would be developed which will be shared later.

Proposed Framework:

**Objectives**

1. **Review and reflect** on the current Strategic Plan—what’s been achieved, what remains outstanding, and what continues into 2026. This would inform the budget cycle for 2026 as well.
2. **Evaluate performance**—discuss successes, challenges, and lessons learned.
3. **Set forward leaning priorities**—confirm areas of focus and key deliverables for the balance of Council’s term.
4. **Develop a rolling legislative agenda** – identify critical bylaws and policies which may require updating, repealing, replacing, or adding to enable the Town to meet its strategic vision for the community. Staff would recommend a rolling legislative agenda consisting of up to 10 priority bylaws or policies for the remainder of the term.

**Day 1: Reflection, Review, and Recalibration**

**Timeframe:** 5 hours (includes lunch)

<i>Topic</i>	<i>Details</i>
<i>Welcome &amp; Opening Remarks</i>	Facilitator opens session; overview of goals and agenda.
<i>Framing the Workshop</i>	Context setting: review of Council term to date, commitments, and external influences (e.g., legislation, funding environment).
<i>Strategic Plan Review – What Has Been Accomplished</i>	Review each strategic priority area. Staff provide brief performance summaries and evidence of progress. Council discusses achievements and milestones. This would be done through presentation from staff.
<i>What Is Outstanding</i>	Identify projects, policies, or initiatives still underway or incomplete. Discuss barriers and resource implications.
<i>Working Lunch (Provided)</i>	Informal discussion—team building, emerging priorities, lessons learned (what we got wrong).
<i>What Should Be Carried Forward to 2026</i>	Evaluate the continued relevance of each strategic objective. Identify which should be extended or evolved into the next term.
<i>Recap &amp; Preparation for Day 2</i>	Facilitator summarizes key findings, themes, and prepares materials for legislative agenda planning.
<i>Adjournment</i>	Closing remarks and preview of Day 2.

## Day 2: Legislative and Policy Alignment

**Timeframe:** 5 hours (includes lunch)

<i>Topic</i>	<i>Details</i>
<i>Welcome Back &amp; Recap</i>	Review of Day 1 key takeaways.
<i>Overview of Current Legislative Framework</i>	Staff present summary of all active bylaws and policies; identify outdated, conflicting, or missing instruments. Additional review of existing or adopted plans will be considered including but not limited to the Uptown Area Parking Study Technical Report, Community Fire Resiliency Plan, Active Transportation Network Plan, Housing Needs Report, Downtown Revitalization Strategy, and more.
<i>Establishing a Rolling Legislative Agenda</i>	Council collaboratively selects and prioritizes 10 key legislative items (bylaws/policies) for completion within the remaining term. Discuss rationale, urgency, and sequencing.
<i>Working Lunch (Provided)</i>	Opportunity for informal discussion or breakout drafting.
<i>Operational &amp; Resourcing Discussion</i>	Align legislative agenda with staff capacity and financial plan. Identify resource implications and dependencies.
<i>Confirmation of Strategic Focus Areas</i>	Consolidate what will carry forward to 2026. Identify measurable outcomes and communication strategy.
<i>Next Steps &amp; Implementation</i>	Outline next steps for staff reporting, Council resolutions, and communications rollout.
<i>Workshop Closure</i>	Facilitator wraps up, identifies themes for public communication, and adjourns.

### Consideration of Dates:

A brief survey was sent to staff and Council seeking potential options for completing the workshop. The results are outlined in Schedule A. Based on the information collected, it appears, that mornings 9am to 12noon, Tuesdays and/or Thursdays, Tuesday October 28, 2025, Thursday October 30, 2025, Thursday November 6, 2025, Friday November 7, 2025, are preferred.

### Post-Workshop Actions

1. Staff compile a **Strategic Workshop Summary Report** for Council adoption.
2. Draft resolutions formalizing the updated **Strategic Priorities** and **Legislative Agenda**.
3. Prepare **public communications material** (website, social media, newsletter).

## IMPLICATIONS

**a. Financial:**

The strategic planning process allows staff and council to pause, reflect, recalibrate what is important for the Town, and to lay the foundation for the upcoming budget cycle.

**b. Policy/Legislation:**

Following the Official Community Plan (OCP), the Strategic Plan is the next core municipal guiding document outlining the priorities of the local government as established by Council. Staff will then have clarity on focus or priority areas, develop their workplans for 2026 and beyond in accordance with the strategic plan, and Council would be able determine the financial allocations so that the strategic vision of Council is achieved.

**c. Strategic Priority:**

This process will refine the strategic priorities for Council and by extension the Administration.

**d. Sustainability:**

Part of the goal of having a strategic plan is to assist Council in governing in a balanced way that embeds sustainability of the community as a core objective.

**e. Communication:**

As outlined in the post-workshop action section of this report, the refined set of priorities will be brought forward to Council as draft for consideration of adoption. Should Council confirm its priorities through resolution, those will be communicated broadly to the community and will become a key tool to measure success.

**f. Staffing Implication:**

The relationship between Council's strategic priorities and staffing capacity is both direct and fundamental. Achieving the goals and objectives identified in the Strategic Plan requires that appropriate resources — particularly human resources — be allocated to support delivery. **Strategic priorities may (or should) be ambitious yet must be achievable**, grounded in a realistic understanding of the organization's staffing levels, expertise, and operational capacity. Part of Council's role in setting priorities must also accompany a commitment to ensuring that the administration has the people, tools, and systems needed to carry out that vision. Without sufficient staffing and dedicated resources, even well-intentioned priorities cannot

be implemented effectively or within expected timelines. This may inevitably lead to a need to reduce the scope of the priorities or adjustment to the timeline for delivery.

In 2025, local governments are operating in an increasingly complex environment characterized by **expanded regulatory requirements, heightened workplace standards, and greater public accountability**. These evolving conditions have a material impact on the pace and capacity of municipal service delivery. To respond effectively, it is essential that the organization not only **retain and recruit qualified staff** but also **invest in the tools and systems that enable them to work efficiently**. This includes modernizing technology, streamlining paperwork and administrative processes, and enhancing staff training and professional development. By strengthening these operational foundations, Council empowers staff to deliver on strategic priorities in a way that is both sustainable, aligned with the expectations of good governance and organizational excellence, and cost effective.

**Options:**

**1) Proceed with a Council Workshop - Recommended**

THAT Council direct staff to organize a Council Workshop for the purposes of discussing the strategic plan to be held on [state the dates], facilitated by the CAO.

**2) Defer to a future date.**

THAT Council defer the strategic planning workshop to a later date.

**RECOMMENDATION**

Staff is recommending option1.

THAT Council direct staff to organize a Council Workshop for the purposes of discussing the strategic plan to be held on [**state the dates**], facilitated by the CAO.

Respectfully submitted,

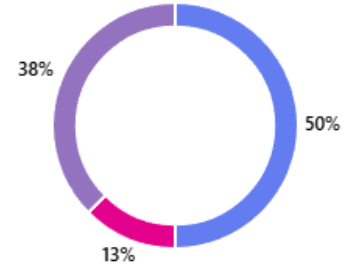
***John Thomas***

Chief Administrative Officer

## Schedule A – Survey Results

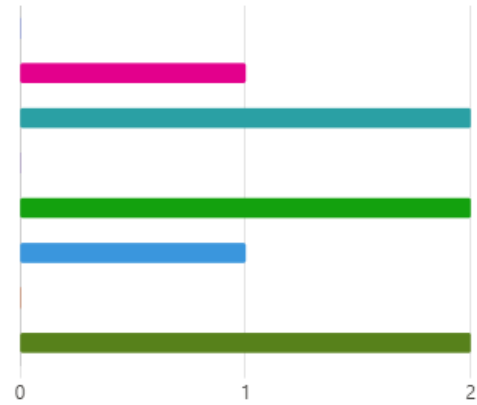
1. Generally, what time of day works best for you?

● Mornings - 9am to 12noon	4
● Afternoons - 12noon to 5:00pm	1
● Evenings - 5:00pm to 8:00pm	0
● All	3



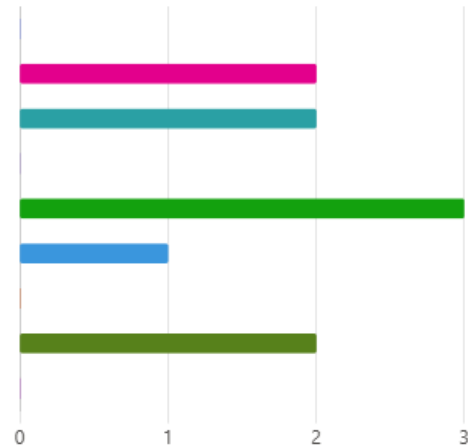
2. Generally, which day of the week usually works best for you?

● Sunday	0
● Monday	1
● Tuesday	2
● Wednesday	0
● Thursday	2
● Friday	1
● Saturday	0
● All	2



3. Which day works best for you on the last week of October, 2025?

● Sunday October 26, 2025	0
● Monday October 27, 2025	2
● Tuesday October 28, 2025	2
● Wednesday October 29, 2025	0
● Thursday October 30, 2025	3
● Friday October 31, 2025	1
● Saturday November 1, 2025	0
● All	2
● None	0



4. Which day works best for you on the first week of November, 2025?

● Sunday November 2, 2025	0
● Monday, November 3, 2025	1
● Tuesday, November 4, 2025	1
● Wednesday, November 5, 2025	0
● Thursday, November 6, 2025	2
● Friday, November 7, 2025	2
● All	1
● None	1

