



Strategic Planning | Council Orientation

County of Essex

May 17th, 2023

Today's Agenda

Item	Time
1 Team Introductions	5 min
2 Introduction to Strategic Planning	10 min
3 The Strategic Planning Process	10 min

Introductions | Our Team



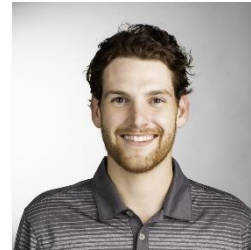
Chris Loreto
Managing Principal
StrategyCorp



Emily White
Director
StrategyCorp



Olivia Lahaie
Senior Consultant
StrategyCorp



Elliott Houle
Consultant
StrategyCorp



●●● Introduction to Strategic Planning | Why We Do it

What is Strategic Planning?

Strategic planning is about managing change and making decisions today that will shape tomorrow.

- Strategic planning involves thinking about the future: **Where are we going? How will we get there?**
- Strategic Plans are one of the **best communications** tools to pitch your message.
- If you get it right, a good Strategic Plan will help you **communicate to staff** what you want and help you tell the community **where you are going** and **why**.

Why is Strategic Planning Important?

- ✓ Establishes and clarifies vision, values, goals, and priorities.
- ✓ Guides future direction.
- ✓ Supports organizational alignment and shared ownership.
- ✓ Allows you to align resources (fiscal and human) to priority areas.
- ✓ Allows you to 'build' your team (inside and out) and your expertise.
- ✓ Supports the building of strong relationships and creates accountability.
- ✓ Allows you to measure success and report on results.

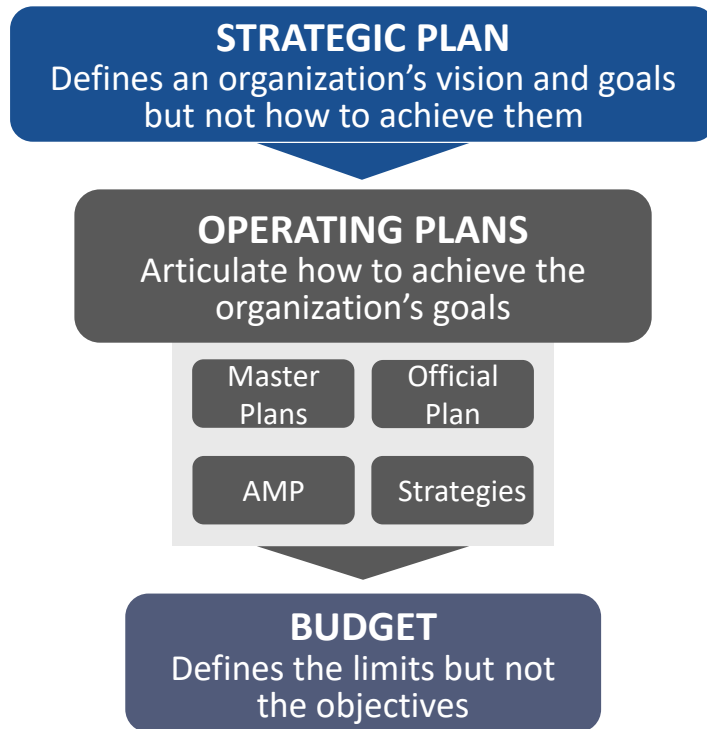
Strategic Plans are Critical to Effective Municipal Governance

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

- Guides **Council decision-making** over the lifespan of the Plan;
- Informs **County plans, strategies, and initiatives** and the **annual budget**;
- Connects **staff's day-to-day work** to the County'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)

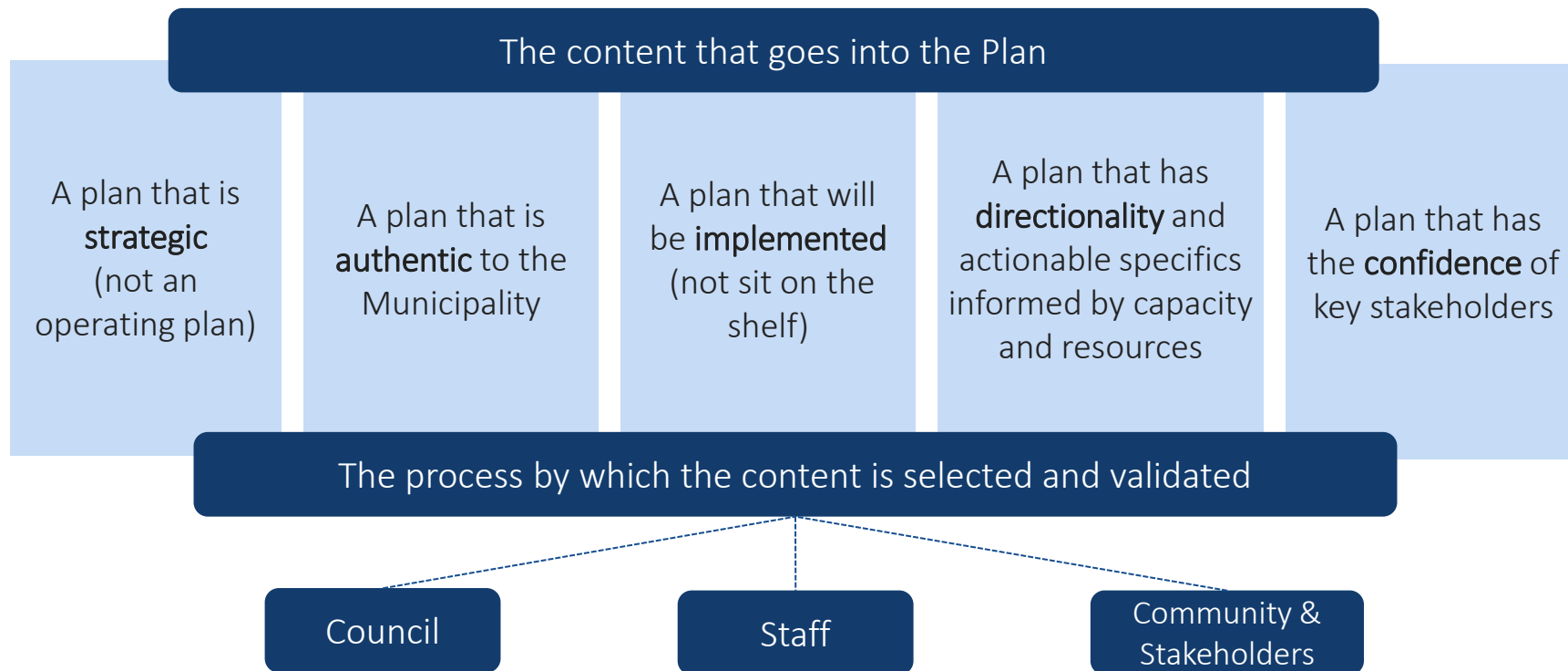


Scope of a Strategic Plan | A Municipality's Realm of Influence

- A municipality does not just shape the community when it spends or sets rules.
- A critical function is how it convenes other community leaders (e.g., business, neighbourhood, health, and education leaders) to consider the overall health of the community, identify issues and needs, and address them collectively.
- Another critical function is how the municipality advocates with lower tier and surrounding municipalities and regions, the Province and/or Federal government.

“What we can control...”			“Things we cannot control”	
Invest	Deliver	Regulate	Lead / Convene	Advocate

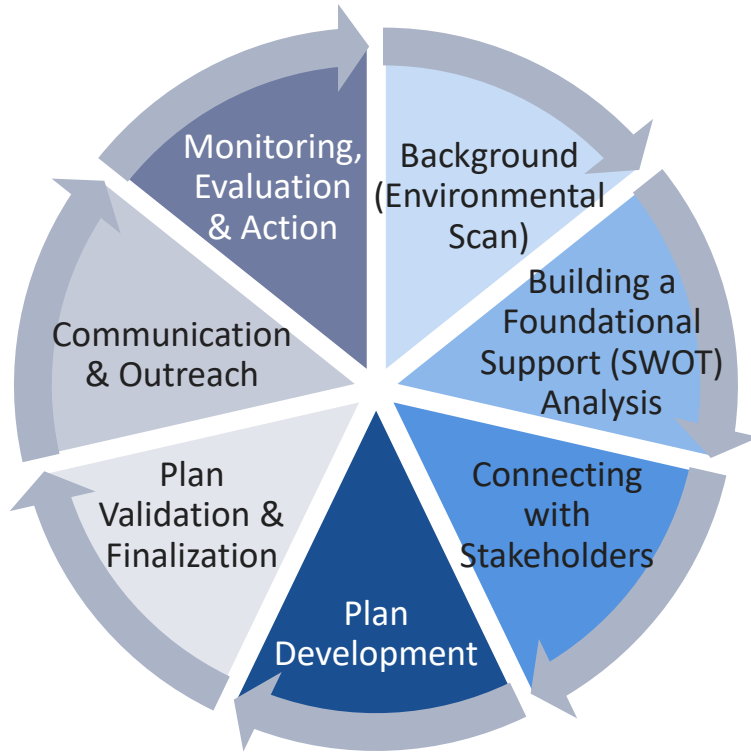
Municipal Strategic Planning | StrategyCorp Core Principles





●●● The Strategic Planning Process | How We Do it

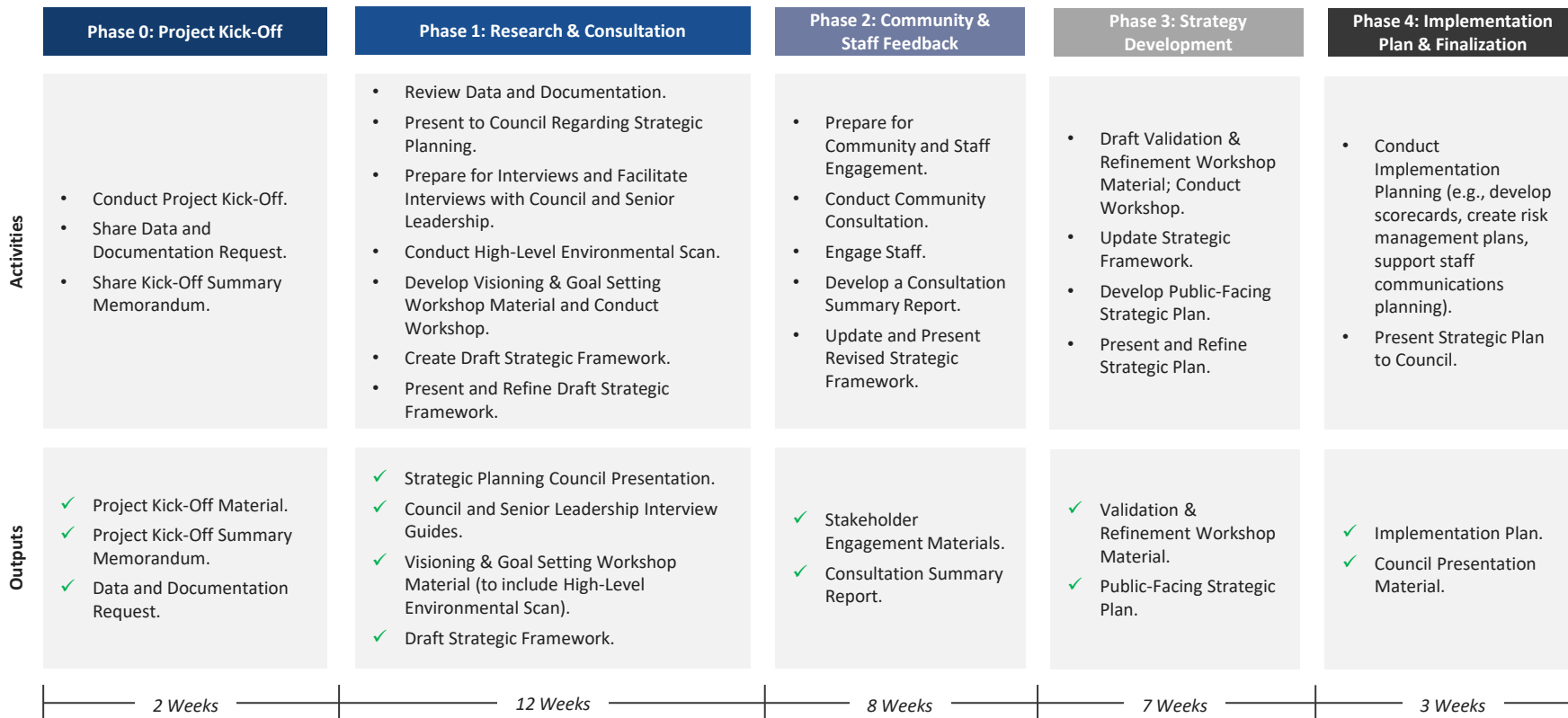
Best Practices | The Strategic Planning Cycle



Strategic planning allows you to:

- ☐ Consider the past;
- ☐ Contemplate the present; and
- ☐ Plan for the future.

Our Strategic Planning Project Approach



How We'll Engage Council & Stakeholders



With Council

- 1:1 Interviews
- Full-Day Visioning & Goal Setting Workshop
- Validation & Refinement Workshop
- Final Plan Approval



With Staff

- 1:1 Interviews (Senior Leadership)
- Full-Day Visioning & Goal Setting Workshop (Senior Leadership)
- Validation & Refinement Workshop (Senior Leadership)
- Digital Survey (All Staff)
- Focus Groups (Select Staff Representatives)
- Final Plan Review



With Residents

- Digital Survey
- In-Person Community Pop-ups



With Community Stakeholders

- 1:1 Interviews
- Written Submission Invitations

Strategic Plan Structure

Using input from the environmental scanning and Council, staff, stakeholder, and community engagement, a strategy architecture will be developed.

Vision

Mission

Pillar/Priority 1

Goal

Actions & KPIs

Goal

Actions & KPIs

Goal

Actions & KPIs

Pillar/Priority 2

Goal

Actions & KPIs

Goal

Actions & KPIs

Goal

Actions & KPIs

Pillar/Priority 3

Goal

Actions & KPIs

Goal

Actions & KPIs

Goal

Actions & KPIs

Pillar/Priority 4

Goal

Actions & KPIs

Goal

Actions & KPIs

Goal

Actions & KPIs

Values

Next Steps

- We will be reaching out to you to schedule a 30-minute interview.
- We will share an interview guide in advance to provide you with an idea of what we'd like to discuss.
- If you have any questions, please reach out to Chris (cloreto@strategycorp.com) or Emily (ewhite@strategycorp.com).



Toronto

333 Bay Street, 17th Floor
Toronto, ON M5H 2R2
416-864-7112

Ottawa

100 rue Queen Street, Suite 850
Ottawa, ON K1P 1J9
613-231-2630