

AN INTRODUCTION



Strategic Plan Parks, Recreation & Culture Master Plan Economic Development Plan

GLOBAL
INVESTMENT ATTRACTION
GROUP



Sierra Planning and Management
advice • strategy • implementation

15 January 2019

The Project Team

- Global Investment Attraction Group (GIAG)
 - John Tennant. Project Manager & Strategy Development Lead
 - Kelly O'Brien, Research & Analysis Lead
 - Bill Elliot, Stakeholder Consultation Lead
 - Patrick Draper, Strategic Advisor
- Sierra Planning and Management (SPM)
 - Jon Hack, Director
 - Lindsay Cudmore, Consultant
 - Tina Noble

Strategic Plan - Characteristics

- An Integrated Holistic Capstone Document
- Establishes Transparency and Accountability
- Articulates Mission, Vision and Values
- Identifies Goals, How Goals Will Be Achieved, Priorities & Timelines
- Establishes Outcome-Based Metrics to be Tracked
- Guides Budget Formulation & Decisions
- Provides Prism Through Which to Assess Proposals & Take Decisions
- Requires Regular Review to Ensure It Remains Relevant & Evergreen
- Where the Strategic Plan Leaves Off Is Where Business Planning, Program & Policy Development Begin at the Departmental Level

Mission, Vision & Values

MISSION

Organization's Purpose & Reason To Be
Present-Based & More Concrete
Action- & Outcome-Oriented

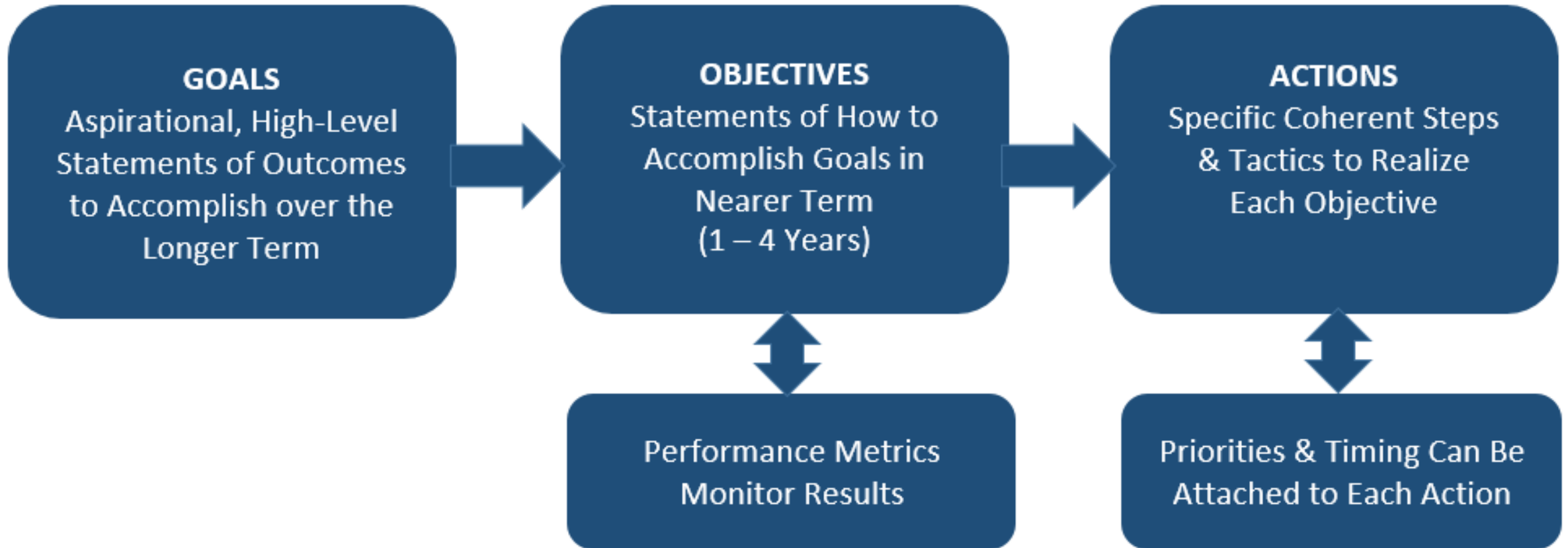
VISION

Future-Based
Primary Mid- to Long-Term Goals
Hopes & Ambitions
Aspirational

VALUES

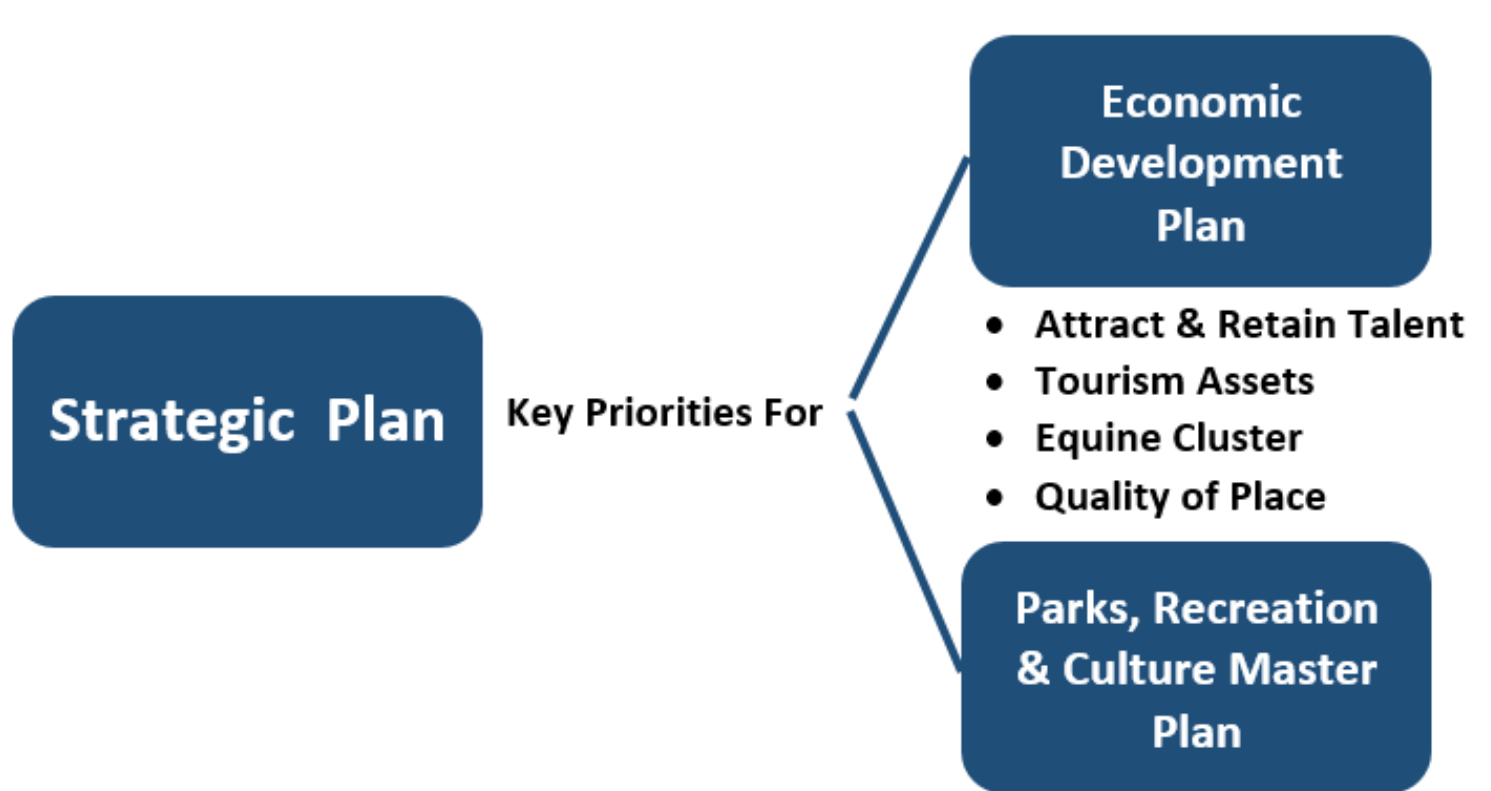
Core Values that Guide Work
What the Organization Stands For
Values that Employees Embody
Contribution to Society

Goals, Objectives & Actions

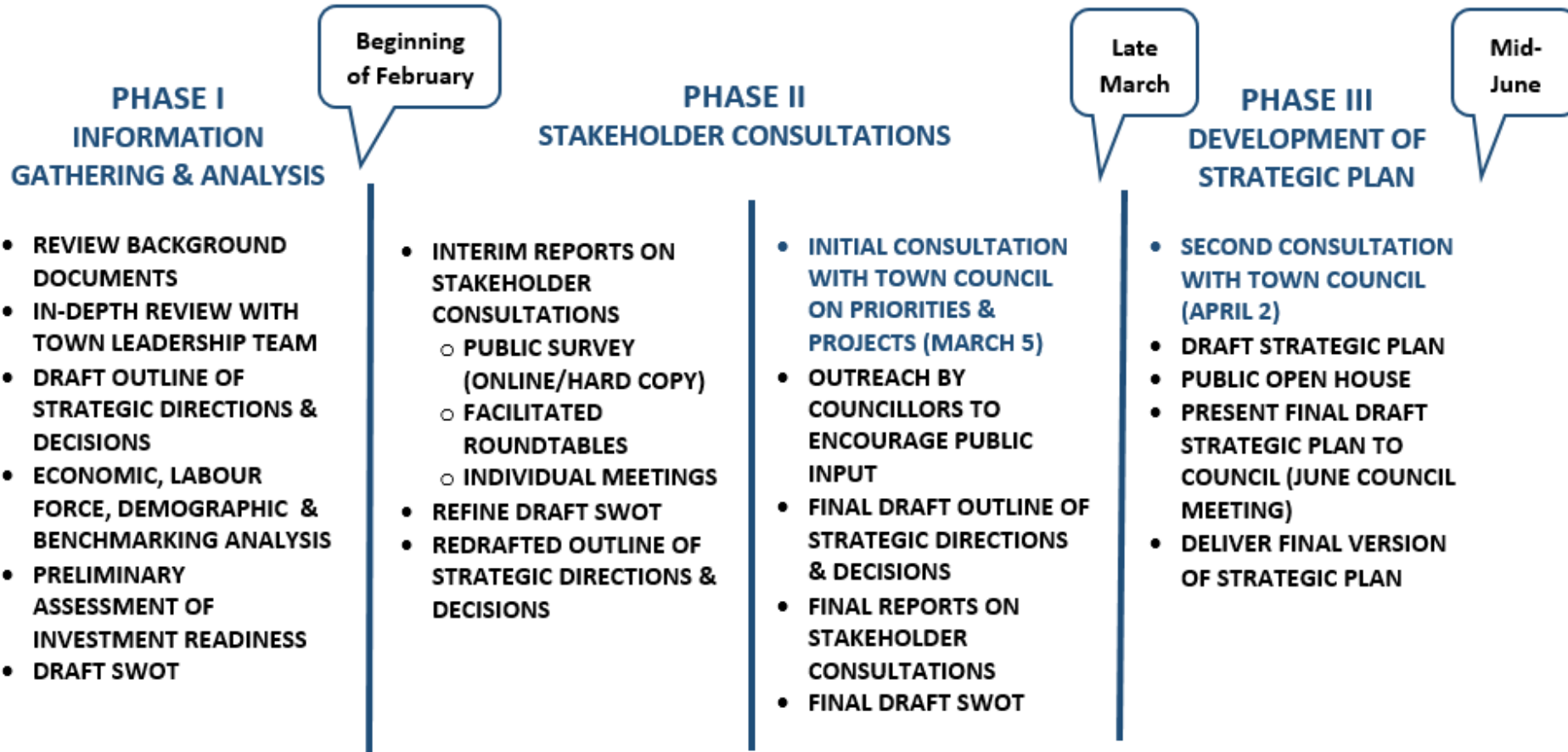


Convergence & Potential Economies

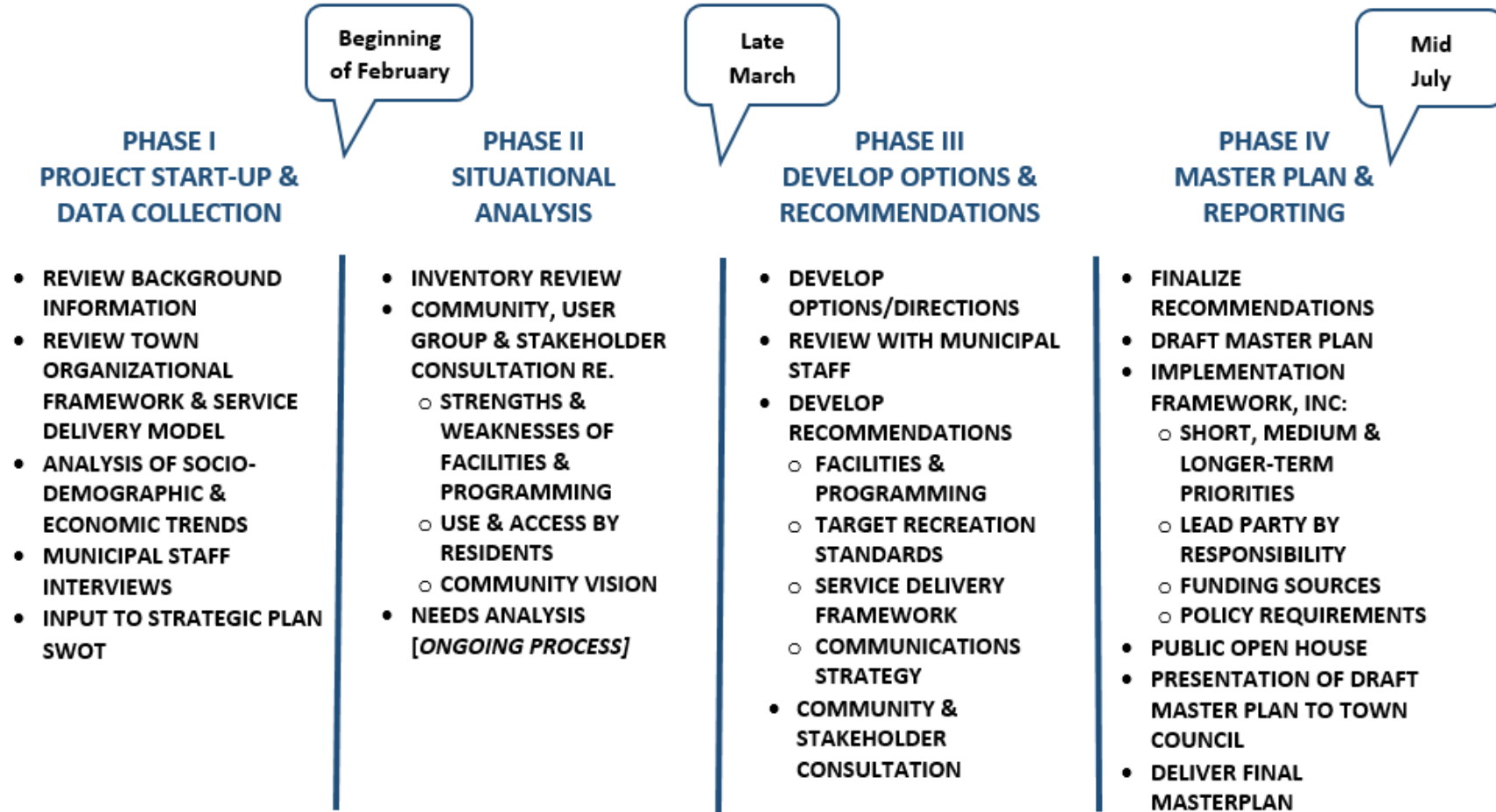
- Shared/Common
 - Interaction with Council & Staff
 - Public & Stakeholder Consultative Arrangements
 - SWOT Assessment



Strategic Plan



Parks, Recreation & Culture Master Plan



Economic Development Plan

PHASE I INFORMATION GATHERING & ANALYSIS

- REVIEW BACKGROUND DOCUMENTS
- IN-DEPTH BRIEFING & REVIEW WITH ECONOMIC DEVELOPMENT OFFICER
- OVERVIEW OF ECONOMIC, LABOUR FORCE & DEMOGRAPHIC ANALYSIS, WITH BENCHMARKING OF SELECTED COMMUNITIES
- REALTY & DEVELOPMENT ANALYSIS & INSIGHTS
- PRELIMINARY ASSESSMENT OF INVESTMENT READINESS
- CONTRIBUTE TO DRAFT SWOT
- REGIONAL & GLOBAL TRENDS & DRIVERS

Beginning
of February

PHASE II STAKEHOLDER CONSULTATIONS

- STAKEHOLDER CONSULTATIONS
 - PUBLIC SURVEY (ONLINE/HARD COPY)
 - FACILITATED ROUNDTABLES
 - INDIVIDUAL MEETINGS WITH ECONOMIC DEVELOPMENT STAKEHOLDERS
- REFINE DRAFT SWOT
- CONFIRM/UPDATE ECONOMIC DEVELOPMENT MISSION & VISION
- MEET WITH THE ECONOMIC DEVELOPMENT COMMITTEE

Late
March

PHASE III DEVELOPMENT OF THE ECONOMIC DEVELOPMENT PLAN

- PRELIMINARY DRAFT OF THE ECONOMIC DEVELOPMENT PLAN
- REVIEW OF PRELIMINARY DRAFT
- ADD DRAFT GOALS, OBJECTIVES, ACTIONS & METRICS
- REVISED DRAFT OF THE ECONOMIC DEVELOPMENT PLAN
- MEET WITH THE ECONOMIC DEVELOPMENT COMMITTEE
- PUBLIC OPEN HOUSE
- PRESENT THE FINAL DRAFT ECONOMIC DEVELOPMENT PLAN TO COUNCIL (JULY COUNCIL MEETING)
- DELIVER FINAL VERSION OF THE ECONOMIC DEVELOPMENT PLAN

Mid
July

DISCUSSION