

# Report

Date August 20, 2025  
Subject Strategic Planning Session Outcomes

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File:

## PURPOSE

To report out on the Strategic Planning Workshop held July 15, 2025, and seek Council direction to amend the Strategic Plan to reflect the top priorities identified during the Closed Committee of the Whole session.

## BACKGROUND

The existing Strategic Plan was adopted by Council on March 6, 2019, and establishes a clear vision and multi-year plan for Council. The Plan outlines Council's six strategic priorities with 50 actions to be completed.

Council's *Strategic Plan Administration Policy* sets out a policy for monitoring, reporting, updating and implementing Council's Strategic Plan. The Policy requires quarterly updates to Council and annual reporting through the Annual Municipal Report. Council can amend the Strategic Plan on an annual basis to reflect emerging priorities.

On July 15, 2025, Council held a Strategic Planning Workshop to review the Strategic Plan and to confirm priorities for the remainder of the current term, ending October 2026.

The workshop resulted in the following motion of Council:

*THAT Council direct staff to prepare a report to amend the Strategic Plan to include the top priorities identified at the July 15, 2025, Closed Committee of the Whole, as follows:*

- *Forestry Harvesting;*
- *Servicing Industrial Lands;*
- *Procurement Policy Review;*
- *Funded Asset Management Plan; and*
- *Servicing Upgrades.*

## DISCUSSION

Council's current Strategic Plan (included as part of Attachment 1) has the following priorities:

1. Service: We have an efficient and well-run municipality
2. Engagement: We work collaboratively and productively with all our government and stakeholder partners
3. Housing: We provide housing choices for all
4. Environment: We protect and enhance the environment
5. Economy: We have a prosperous municipality
6. Community: We have safe, inclusive and inspiring neighbourhoods

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The July 15, 2025, Council Strategic Plan Workshop amended report (Attachment 1) provides background information and emerging issues for Council's consideration.

Council decided that no changes were required to these priorities for the balance of the term; however, Council is interested in reprioritizing the projects the municipality will focus on for the remainder of its term. The five priorities for inclusion in the updated Strategic Plan include:

- Forestry Harvesting
- Servicing Industrial Lands
- Procurement Policy Review
- Funded Asset Management Plan
- Servicing Upgrades

Amending the Strategic Plan to incorporate these items will provide clarity for staff and the community on Council's priorities and ensure that they are resourced appropriately. If the motion in this report is adopted, staff will return with individual reports that scope out the work associated with each priority and how they can be included into the 2026 budget discussions. These reports will also provide an assessment of how these new priorities impact existing priorities and if the existing Strategic Plan, Business Plan and other priorities of Council will need to be adjusted to pause some of the multitude of actions currently underway to focus on the new priorities. There are also partnership commitments, in particular with First Nations, and engagement considerations that will require further direction from Council.

The following links are provided to previous reports to Council on each of the priorities identified, and are intended to serve as background information to aid Council in its deliberations:

#### Forestry Harvesting

- [2022-10-04 report to Council with attachments](#)
- [2023-03-07 report to Council on Round 2 public engagement with attachments](#)

#### Servicing industrial lands

- [Economic Development Action Plan \(Deloitte\)](#)

#### Procurement Policy Review

- [May 18, 2022- Procurement Policy report](#)

#### Funded Asset Management Plan

- [2024-10-08 Asset Management Plan report and PPT presentation](#)

#### Servicing Upgrades

- [March 5, 2025 – State of Land Development and Servicing Constraints](#)

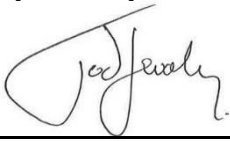
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## RECOMMENDATION

THAT Council directs staff to:

1. Amend the Strategic Plan to include the following
  - (identify priority);
  - (identify priority);
  - (identify priority);
  - .....
2. Provide budget implications for the 2026 financial plan to initiate work on these new priorities.
3. Return with a report(s) that provide scoping for the new projects adopted in recommendation #1, budget implications, and impact on other strategic priorities of Council.

### Report Prepared and Approved to be forwarded to Council:



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Ted Swabey  
Chief Administrative Officer

Attachment:

- (1) 2025-07-15 Council Strategic Plan Workshop report AMENDED