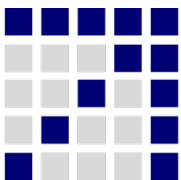# Association of Manitoba Municipalities

Strategic Planning for Sustainability

April 13, 2016

Introductions

- **Shari-Anne Doolaege, MPA, CLGM**
  - Municipal Consultant

- **Ian McCormack, BA,**
  - President, Strategic Steps Inc.

Strategic Steps Inc.

Articles

AMM EDUCATION

Planning for SUCCESS

Shari-Anne Doolaege, Strategic Steps

What is your municipality trying to accomplish? What purpose should municipal leaders aim for? While fulfilling legislative purposes of providing good governance and local services in safe, viable communities, local councils are inundated with requests for support and funding from so many directions that it is easy to lose focus and allocate resources in non-priority areas – unless you have a plan!

Imagine the hypothetical town of Prospect, MB. Prospect has committed to plan for success using the following basic approach:

1. Create an inventory of services delivered;
2. Engage citizens in developing a shared community vision;

3. Develop a high level strategy and detailed business plan with specific actions and financial commitments to deliberately lead the community towards its desired vision;
4. Establish annual performance measures to track implementation;
5. Communicate plans, performance results, and financial outcomes to the citizens; and
6. Monitor quarterly, re-evaluate annually and adjust the course if needed.

Over time, the community prospers and manages growth in an orderly fashion. The town becomes known for its success. Town council becomes confident in its governance role and

remains focused on high-level policy decisions. Town staff members dedicate their efforts to achieve known goals and are proud to report on their performance each year. Planning and evaluation become a normal part of the corporate culture. Residents and business owners are content as they enjoy services that are valuable to them. Citizens have a sense of ownership in the process of municipal service delivery when they see ideas from the past become tangible and lasting components of the community landscape for the future.

Now imagine the hypothetical town of Bliss, MB. Life is good in Bliss, however, there is so much activity that the leaders fail to take time to develop strategy or any sort of long-range plan. The town

Municipal Leader, April 2016
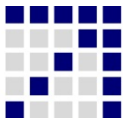
Articles

intergovernmental relations

by Shari-Anne Doolaege

EXECUTIVE REGIONALISM

Getting things done at the local government level often requires neighbourly collaboration. Achieving results in a regional setting demands skillful navigation by politically savvy executives who understand the regional strengths, needs, and limitations. Elected officials debate local and regional issues in open public meetings and are ultimately responsible for making decisions that shape prosperity. Appointed officials, such as chief administrative officers and senior managers, make recommendations, provide councils with advice based on the best available data, and implement the directives of their respective councils. Gathering information to define and solve regional issues requires consultation with external stakeholders and senior government departments. The term *executive regionalism* can be used to describe the collective actions of local officials and stakeholders seeking to advance some public good in a regional setting.

Intergovernmental Collaboration

Governance colleagues are advised to learn to work well together. Egalitarian board settings demand respect for diverse perspectives and require strong political capacity to function properly.

The agility and flexibility of the local level is one of its greatest strengths as multiple stakeholders are invited to the table to consult and collaborate at the important information-sharing stage leading to quality decision making. A sincere commitment to advance mutual interests fosters a culture of trust and openness within the group. Deliberate conversations are essential in establishing a mutual understanding of concerns and opportunities for pivotal successes. External stakeholders who either add value to the decision-making process or are significantly impacted by the outcome are consulted.

Local governments are not mere underlings. They are interdependent government partners serving society. The agile, responsive nature of executive regionalism and close proximity to street-level networks on the home front are precisely why

Municipal World, October 2013

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Articles

communication

by Ian McCormack and Julie Desjardins

Evolving to Meet the Demands of Social Media

As anyone involved in municipalities in Canada knows, social media has brought with it a blessing and a curse for those involved in the governance and management of communities of all sizes. As citizens and businesses expect increasingly-quick responses to questions and criticisms posted online, municipal leaders must adapt to those rapidly-shifting demands.

For simple interactions, such as when the public pool opens or when garbage pickup is this week, social media responses from municipal social media account managers are fairly straightforward. Issues often arise with political

- improving training;
- identifying skills and educating internal stakeholders;
- adopting a strategy that respects capacity and organizational limits;
- developing the appropriate tools for regulating, planning, implementing, and measuring social media initiatives; and
- updating crisis communication plans to include modern communication tools and strategies.

Each of the recommendations within these themes is aimed at making social media interaction more valuable for both the municipality and the citizen or

Social media use is still often overlooked in crisis communication. To begin integrating social media into other communication channels during a crisis situation, there remains a need for most municipalities to update and revise their emergency plans to include newer technologies such as social media. Since social media is fluid, with new applications and platforms evolving (and disappearing) quickly, municipalities must be agile in determining how to best engage with their populations, businesses, and industries in a crisis.

Managing Social Media

Municipal World, April 2016

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Agenda

- PART 1 (9:20 – 10:45 a.m.)
  - Strategic Planning & Sustainability
    - What it is

- PART 2 (11:15 a.m. – 12:15 p.m.)
  - Strategic Planning & Sustainability
    - How it works
    - Examples

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Desired Accomplishments

- Understand strategic planning
- Gain confidence to participate in the process
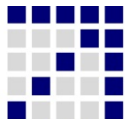- Advance municipal sustainability

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Definitions

Strategic Planning

"A process of decisions made by an organization to **set goals** *and to outline a* **course of action** *to achieve those goals, to grow the business and to help the business be profitable."* ~ YourDictonary.com

http://www.yourdictionary.com/strategic-planning#UtKkqHDqqxeH8B2p.97

"A strategic plan also helps business leaders determine **where to spend time, human capital, and money.***"* ~ Forbes

http://www.forbes.com/sites/aileron/2011/10/25/five-steps-to-a-strategic-plan/#ae5223e61af5

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Definitions

Strategic Planning:

"A disciplined effort to produce fundamental **decisions and actions that shape and guide** *what an organization is, what it does, and why it does it."* ~ Bryson, 2004

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Definitions

Sustainability:

*"An ability or capacity of something to be maintained or to **sustain itself**. It's about taking what we need to live now, **without jeopardising** the potential for people in the **future** to meet their needs.*

*If an activity is said to be sustainable, it should be **able to continue forever."** ~ LandLearnNSW*

http://www.landlearnnsw.org.au/sustainability/what-is-sustainability

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Sustain + ability

Sustain: "*to keep up or keep going, as an action or process; to supply with food, drink, and other necessities of life; to provide for; to support; to bear (a burden); to endure without giving way or yielding.*"

Ability: *"power or capacity to do or act physically, mentally, legally, morally, financially; competence in an activity or occupation; talents, special skills or aptitudes."* ~ *Dictonary.com*

http://www.dictonary.com/browse/sustain

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Sustainability Isn't New

"*Sustainable development is development that meets the needs of the present without compromising the ability of future generations to meet their own needs.*"

(Report of the Brundtland Commission, adopted by the United Nations in 1987)

- The notion of 'sustainability' isn't a new phenomenon

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Sustainable Development

- *"Sustainable development is development that **meets the needs** of the present **without compromising** the ability of future generations to meet their own needs."*

  ~International Institute for Sustainable Development (*IISD)* http://www.iisd.org/topic/sustainable-development

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Bringing it Together

- **Strategic Planning:**
  - To set goals and outline a course of action…

- **Sustainability:**
  - To have the power and capacity to keep going, to endure, to provide for…

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# Municipal Purposes

MUNICIPAL PURPOSES

FINS MUNICIPALES

Municipal purposes

3   The purposes of a municipality are

(a) to provide good government;

(b) to provide services, facilities or other things that, in the opinion of the council of the municipality, are necessary or desirable for all or a part of the municipality, and

(c) to develop and maintain safe and viable communities.

Fins municipales

3   Les municipalités ont pour fins :

a) de gérer sainement leurs affaires;

b) de fournir les services, les installations ou les autres choses qui, selon leur conseil, sont nécessaires ou utiles à l'ensemble ou à une partie de leur territoire;

c) d'implanter et de maintenir des collectivités sûres et viables.

- *The Municipal Act*, Manitoba
- https://web2.gov.mb.ca/laws/statutes/ccsm/_pdf.php?cap=m225

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Municipal Purposes

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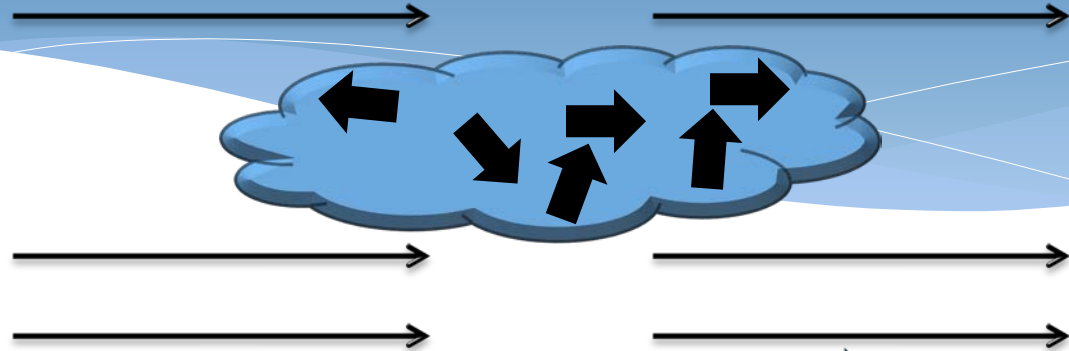*Manitoba Municipal Act*

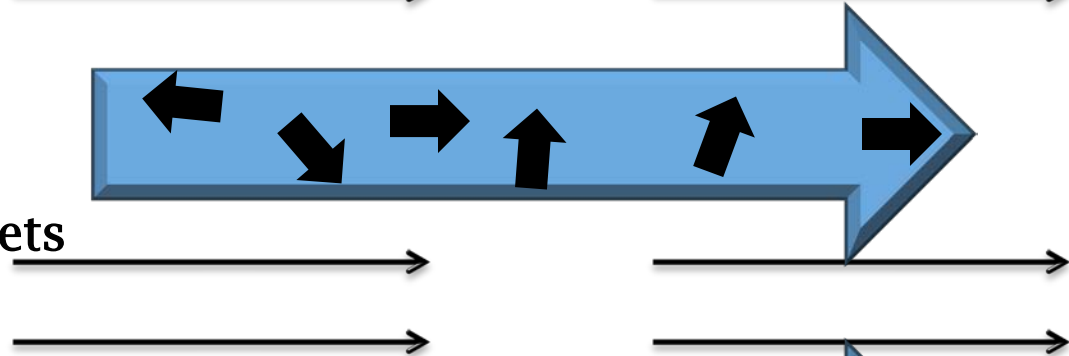**FIGURE 1–2**

STRATEGIES DELIBERATE AND EMERGENT
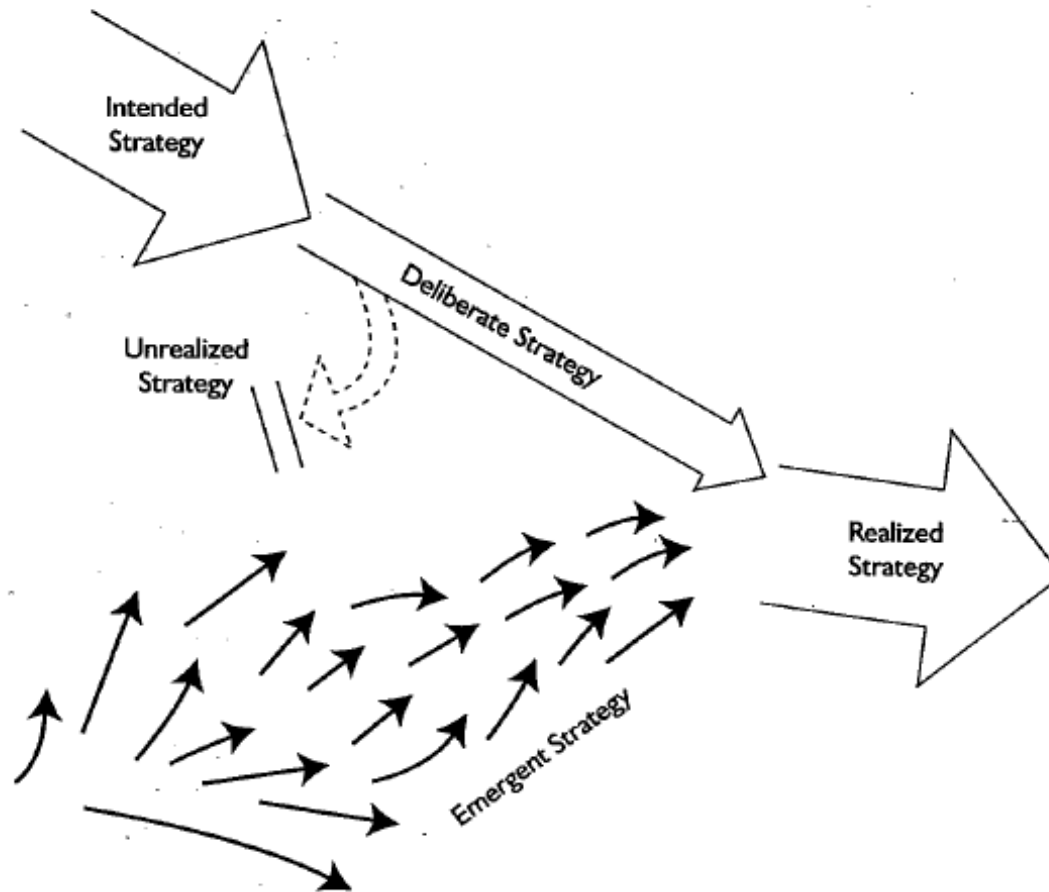
Mintzberg, H., Ahlstrand, B. W., & Lampel, J. (1998). *Strategy safari: A guided tour through the wilds of strategic management*

Heading in the Same Direction

a) Confused direction

b) Going with the flow, but unspecified targets

c) Alignment with clear vision of the future

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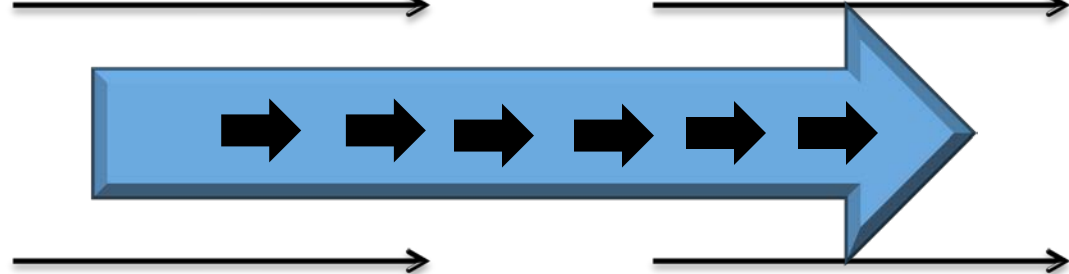
Ways of Looking at Plans

- Dividing up the governance plan
  - By Sustainability Pillar
  - By Strategic Goal
  - By Line of Business
  - By Department
- Each have advantages and disadvantages
- Other uses for plans

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What do You Think?

- How does your municipality look at governance-level plans?
- Does it work?

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Municipal Sustainability

AUMA: http://msp2010.auma.ca/

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Dimensions of Sustainability

The Five Dimensions of MSP

The Five Dimensions of Sustainability are:

Environment - Natural and Built Environment. Protecting and improving natural resources and biodiversity. Efficient use of resources now and in the future in the built environment and service provision. Living in a way that minimizes the negative environmental impact and enhances the positive impact.

Culture - Identity and Sense of Place. Celebrating vibrant and festive communities for the expression and enhancement of a distinct identity and strong sense of place.

Society - Harmonious and Inclusive. Allowing the growth of communities in a way that promotes stability, diversity, affordability and a high quality of life for all.

Economy - Diversity and Local Productivity. Creating a flourishing and diverse local economy through decisions that create conditions conducive to economic development and communities in which people want to live and work.

Governance - Transparent and Inclusive. Ensuring transparent, collaborative, and inclusive decision making in which representation and leadership is accountable to the community.
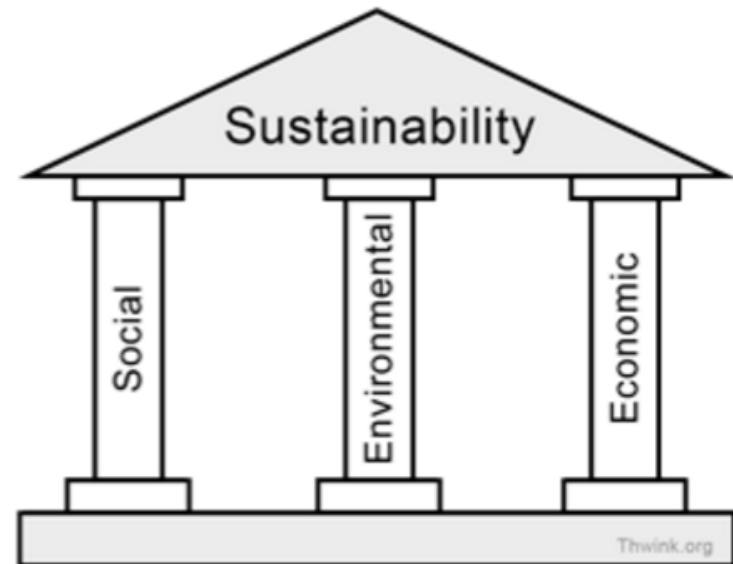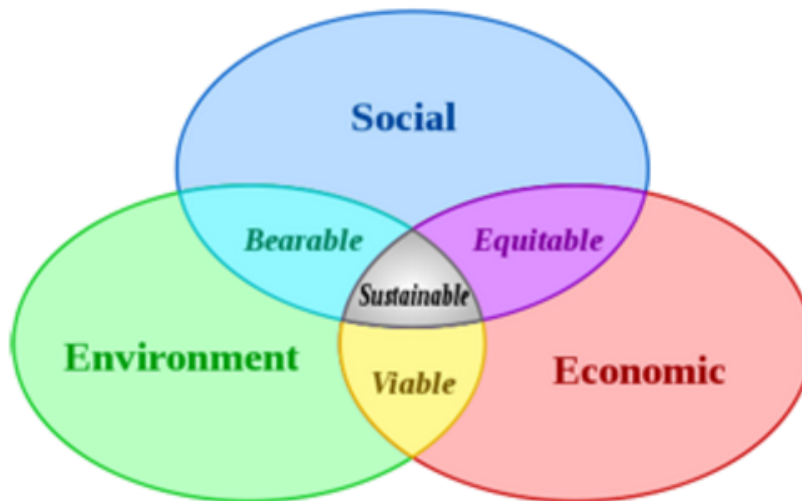
Five Dimensions of MSP

FAQs

History

Awards

Download the Guide

M S P

Municipal Sustainability in Action   Home

AUMA: http://msp2010.auma.ca/About_MSP/Five+Dimensions+of+MSP/

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Pillars of Sustainability

The Three Pillars of Sustainability

The **three pillars of sustainability** are a powerful tool for defining the *complete sustainability* problem. This consists of at least the economic, social, and environmental pillars. If any one pillar is weak then the system as a whole is unsustainable. Two popular ways to visualize the three pillars are shown. [1]
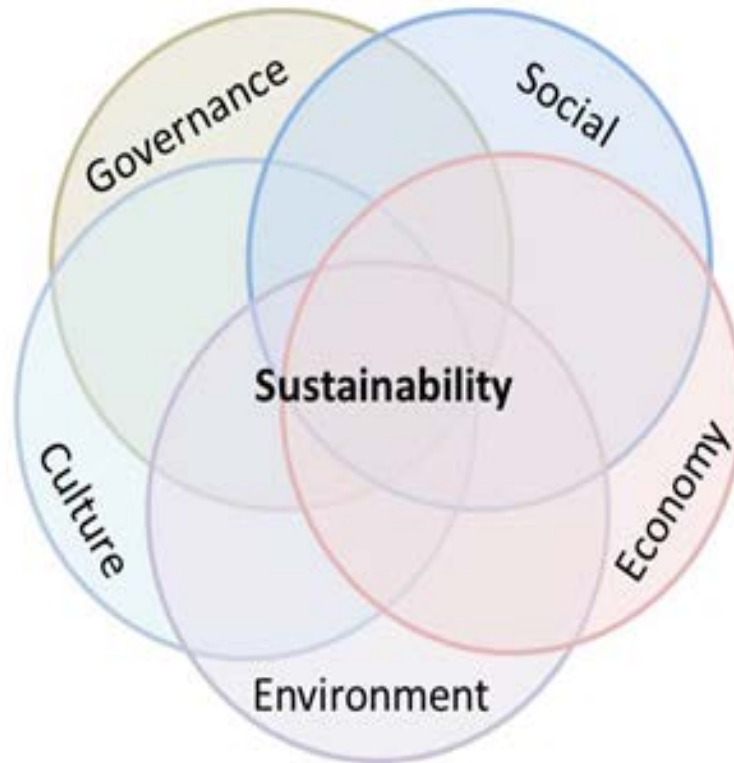
Think.Org
http://www.thwink.org/sustain/glossary/ThreePillarsOfSustainability.htm

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Pillars of Sustainability

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What it Means

Sustainability

Governance

Social

Culture

Economy

Environment

- Municipal Priorities & Future Needs
- Basis for Sustainability:
  - **Governance** – Leadership,
    - Growth Management
  - **Culture** –Roots, History, Recreation
  - **Social** – Interaction, Emergency Service, Fabric
  - **Economy** –Macro/Micro, Finances, Value, Debt
  - **Environment** – Planning, Agriculture, Housing, Physical Environment, Open Space, Infrastructure

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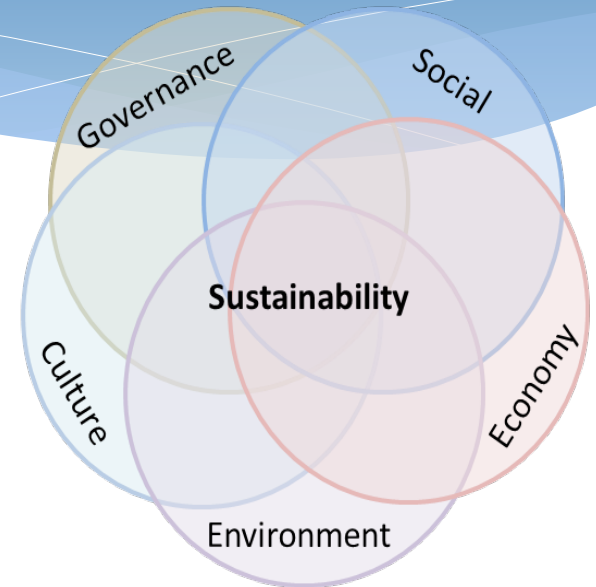
Sustainability Pillars - Examples

- **Governance:**
  - Federal, Provincial & Regional Protocols
  - Electorate
  - Human Resources
  - Communications
- **Economy:**
  - Economic Diversification
  - Encourage local business
  - Keep Citizens in Town

- **Environment:**
  - Agriculture
  - Recycling Plan
  - Master Planning
  - Paperless Office
  - Regional Water/Sewer
  - Infrastructure

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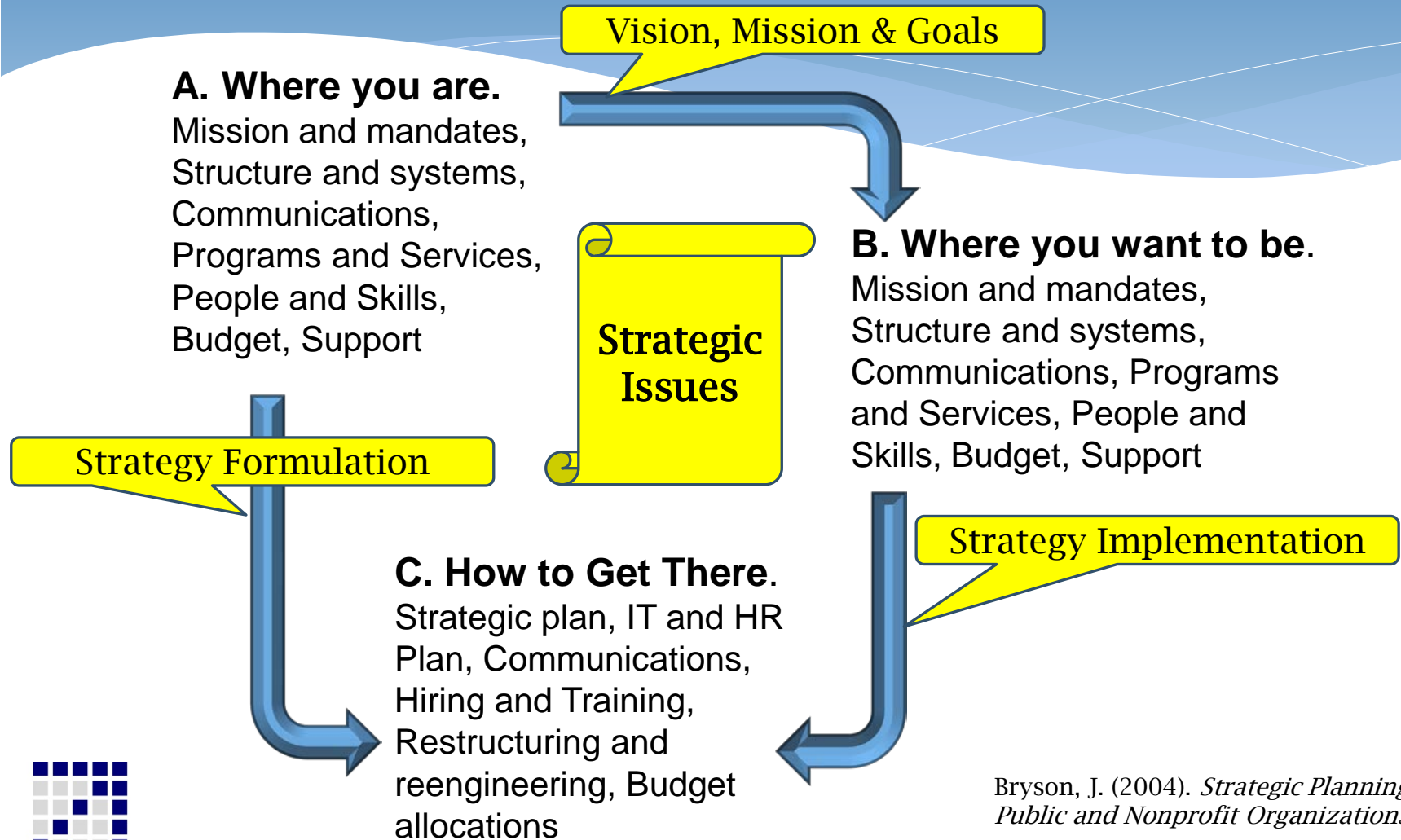# Sustainability Pillars - Examples

- **Social:**
  - Park Development
  - Day Care Strategy
  - Housing
  - Trail Development
  - Youth Centre

- **Culture:**
  - One Event per year
  - Community Symbol
  - Regional Cultural Facilities
  - Community Heritage

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ABCs of Strategic Planning

Vision, Mission & Goals

A. Where you are.
Mission and mandates,
Structure and systems,
Communications,
Programs and Services,
People and Skills,
Budget, Support

Strategic Issues

B. Where you want to be.
Mission and mandates,
Structure and systems,
Communications, Programs
and Services, People and
Skills, Budget, Support

Strategy Formulation

Strategy Implementation

C. How to Get There.
Strategic plan, IT and HR
Plan, Communications,
Hiring and Training,
Restructuring and
reengineering, Budget
allocations

Bryson, J. (2004). *Strategic Planning for Public and Nonprofit Organizations*
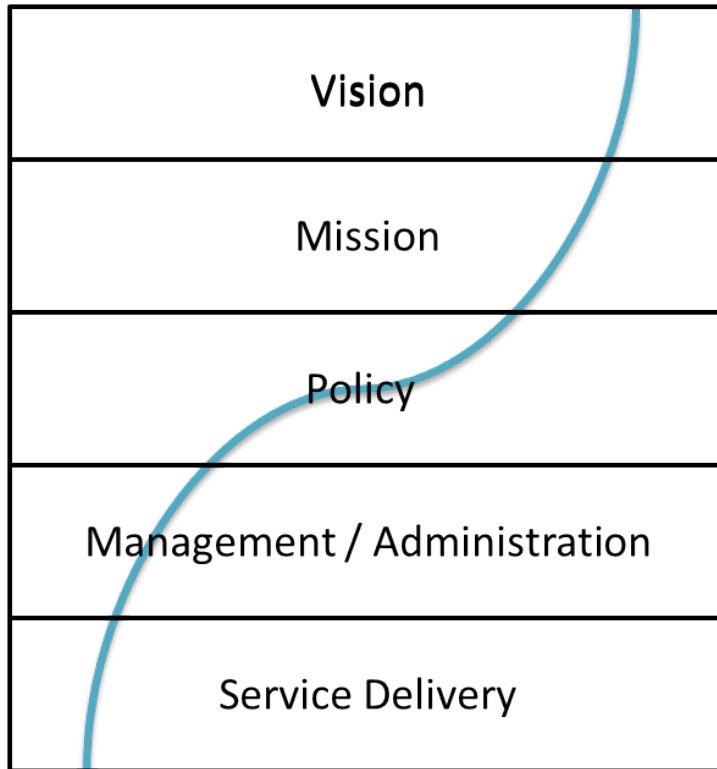
Five Steps to MSP*

1. **Vision:** Identifying a future vision for the Town of Slave Lake.
2. **Success:** Identifying key strategy areas and what success looks like in each area.
3. **Current Reality:** Identifying where the Town is at currently for each strategy area.
4. **Action Plan:** A list of actions and initiatives that will help achieve their vision.
5. **Implement/Monitor:** Implementing/monitoring action towards achieving their vision

*From Slave Lake website

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Spheres of Influence

Council's Sphere

Vision
Mission
Policy
Management / Administration
Service Delivery

Manager's Sphere

- Council:
  - Vision, Mission, Policy
- Managers:
  - Policy, Management, Delivery

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Planning Overview

- Strategic Plan with 3-5 Year Outlook
  - i.e. 2016-2020
- Operational Plan
  - 1 Year Outlook
  - Link to Budget
  - Can be a Rolling Plan
- Staff Actions
  - Performance Plans

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Cascading Alignment

- Who is responsible for what:
  - Vision and Mission
    - Strategic Plan
      - Business Plan
        - Operational Plan
          - Human Resource Plan
          - Capital Plan, etc.
  - Budget
  - Reporting

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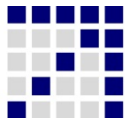
Change Management Elements

- All are required for effective change that 'sticks'.
  - **Vision** – Expressed reason for the change
  - **Skills** – Ability to effectively implement change
  - **Incentive** – Rewards to make the change
  - **Resources** – Adequate ability to implement change
 - **Action Plan** – Goal in mind and SMART steps for implementation

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Managing Complex Change

Vision	Skills	Incentive	Resources	Action Plan	=	Change
~~Vision~~	Skills	Incentive	Resources	Action Plan	=	Confusion
Vision	~~Skills~~	Incentive	Resources	Action Plan	=	Anxiety
Vision	Skills	~~Incentive~~	Resources	Action Plan	=	Resistance
Vision	Skills	Incentive	~~Resources~~	Action Plan	=	Frustration
Vision	Skills	Incentive	Resources	~~Action Plan~~	=	False Starts

Knoster Change Model

The Operating Environment

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Attaining Desired Results
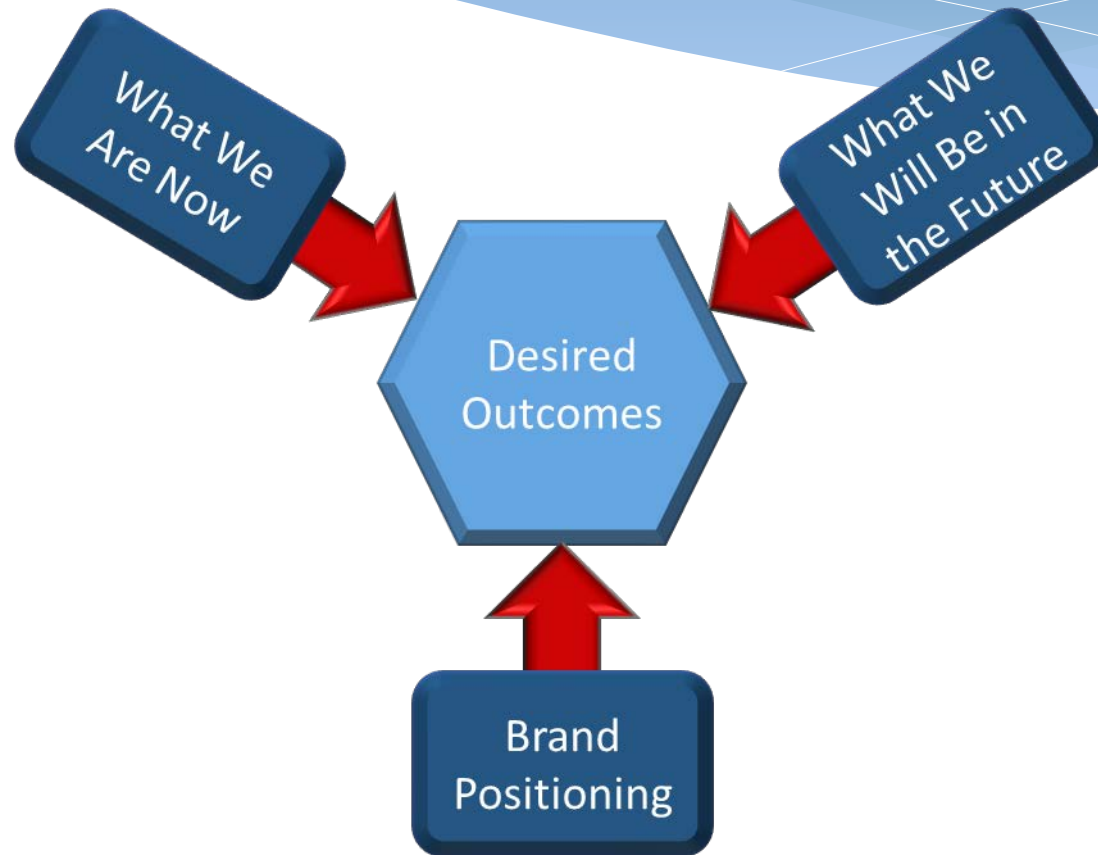
External Factors

- The environment in which we operate:
  - National Political & Economic Factors
  - Provincial Political & Economic Factors
  - Local/Regional Political & Economic Factors
  - Demographic Change & Forecasts

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Situational Analysis

- Situational Review by Sustainability Pillar:
  - Internal Strengths
  - Internal Weakness (Challenges)
  - External Opportunities
  - External Threats
- Looks across the municipal organization

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Opportunities & Issues

- Citizen Feedback and Comments
- Members of Council Priorities & Objectives
- Members of Administration Priorities & Objectives
- SWOT Items Identified
- Current Strategic Plan Goals & Strategies
  - Where do they fit now?

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Examples – Key Issues

- Regional Coordination
- Downloading
  - Fair Share
- Emergency Management
  - Disaster Response
- Environmental Services
  - Water, Sewer, Garbage, Recycling
- Asset Management (Infrastructure)
  - New Municipal Office
  - Public Works Shop

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Issue Identification

- What is the issue?
- Is it our issue?
- Do we have a current policy about this?
- Can we solve it? Is it worth solving?
- Is this the real issue, or merely a symptom of a larger one?
- If this is an old issue, what's wrong with the previous solution?

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Issue Identification

- Does it need an immediate solution, or can it wait?
- Is it likely to go away by itself?
- Can we risk ignoring it?
- Does the issue have ethical or political dimensions?
- What conditions must the solution satisfy?
- Will the solution affect something that must remain unchanged?

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Issue Identification

- Well structured problems are rarely present in complex government settings. (Dunn, W. 1994)
- Wicked problems, interconnected issues (Jacobs) https://www.wickedproblems.com/1_wicked_problems.php
- Solutions sought through engagement, sharing ideas, suggestions, articulating perceived problems; (between departments or community groups)
    - Not a silo approach

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Vision, Mission, Values

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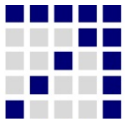
Cascading

- **Vision** - What does success look like?
- **Mission** - How will we get there?
- **Values** - How will we operate along the way?

Vision

Mission

Values

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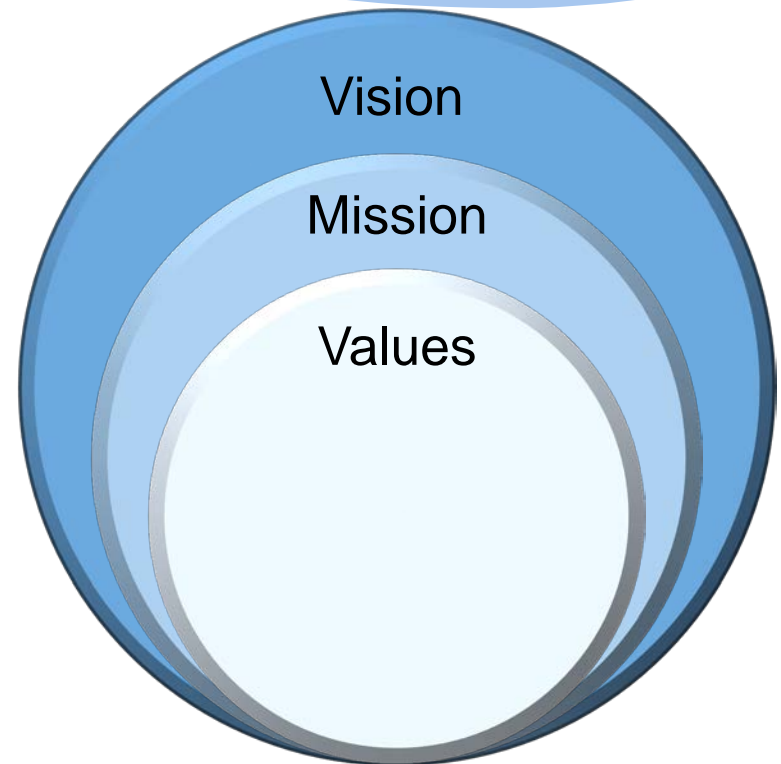
Vision

- "*If you don't know where you're going, any road will get you there.*" – Lewis Carroll
- What does success look like for your municipality in the long term – 25 or 50 years from now?
- Do you know your own community's vision?
  - Where is it posted? Civic centre, meeting agendas, fire hall?

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Short and Long

- *To be the most livable town in Canada* - Oakville
- *The Town of Okotoks is resilient, where people, businesses, ideas and sense of community thrive. Grounded by the Sheep River valley and supported by thoughtful planning and design, a strong local economy and a vibrant civic culture, Okotoks offers exceptional quality of life at every stage of life. Respect for each other and the natural environment makes Okotoks home.*
- Do these define success? Are they unique?

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Whaddya Think?

Samples

- *A vibrant community that builds on a wealth of personal and collective potential, and on its heritage, making Beaumont the community of choice to live, work, play and invest.*

- *To create a sense of belonging and engage residents in their community.*

- *Our vision is a safe, strong and proud community.*

- What resonates with you?

Mission

- Why does the municipality exist; what is its purpose?
  - *To strengthen our community by providing quality services and economic growth* – The Pas
  - *To provide a welcoming, safe and healthy community.* – Ste. Anne
- How does this advance to achieving the municipal vision?

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Samples

- *To provide quality programs and services to residents, visitors and the business community so that life is better in Beaumont (AB).*

- *To promote a sense of community, build healthy connections and engage individuals in active volunteer opportunities.*

- *Working Together, Building a Better Community*

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Values

- Values are a set of guiding principles that help council and administration achieve the vision and fulfill the mission.

- Common values include: Integrity, Respect, Honesty, Accountability, Teamwork, Service, Responsibility, Improvement, Collaboration, Sustainability.

- Define them for yourself.

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Sample Values

- *Transparency* and *accountability* to citizens
- *Responsible management* of our community's financial, social and environmental assets and risks
- *Innovative* and *progressive* solutions to challenges
- *Appropriate balance* of addressing short-term needs and long-term sustainability
- *Effective partnerships* with private industry, community organizations, surrounding municipalities and other levels of government
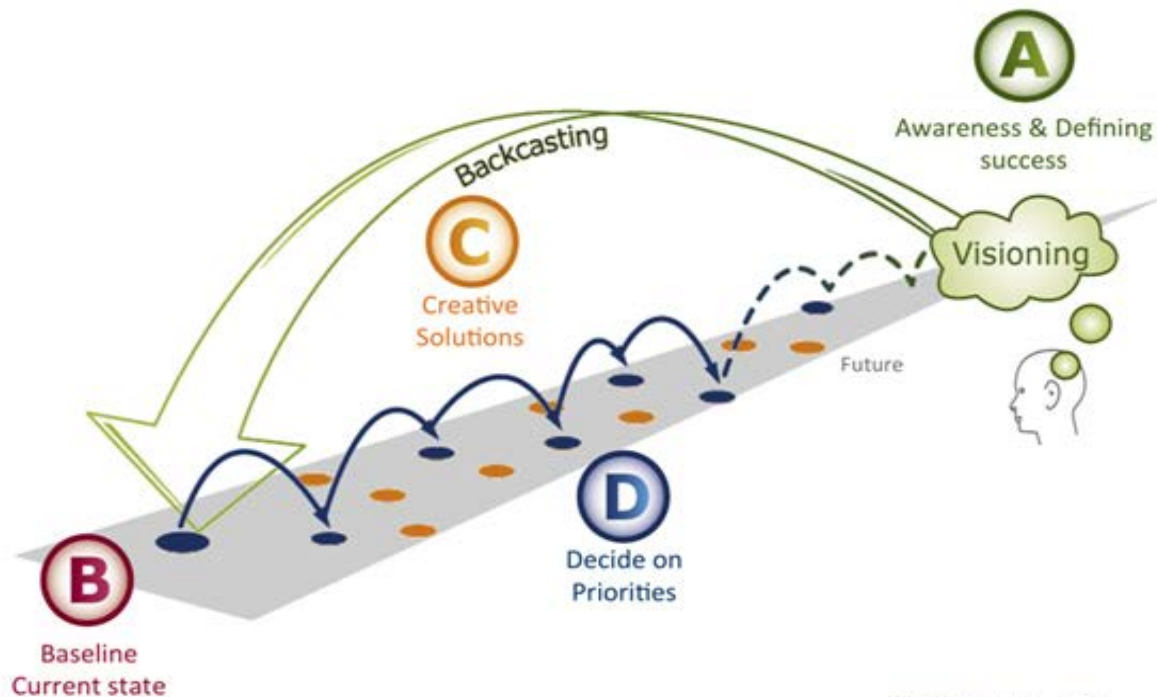
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Strategic Issues Ranking

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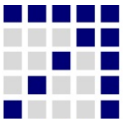
Natural Step

- Determining a Sustainable Future
- Funnel Analogy:
  - Availability of Resources?
  - Demand for Resources?

Increasing pressure over time

Time
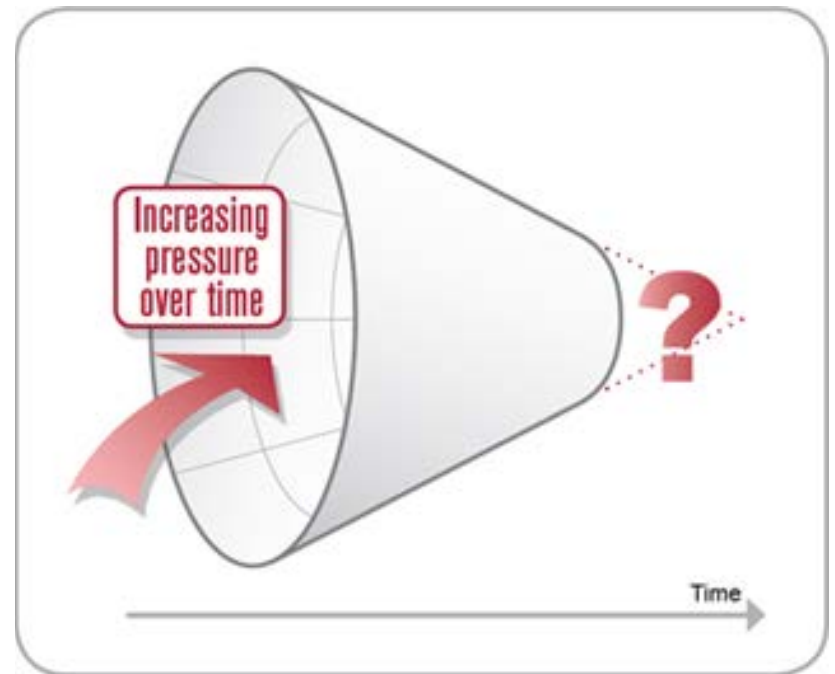
www.naturalstep.ca

Strategic Steps Inc.

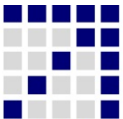# Begin With the End in Mind

© 2011 The Natural Step

Relevance to Vision & Mission

- Update of prior years' or prior plans' direction and strategies.
- Planning is iterative. Create a link from past to present.
  - Are they progressing?
  - Are they still relevant?
  - Where are there gaps?

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Strategy in Context

- **Keep the Strategy statements simple**
  - Focus on key choices
- **Recognize that Strategy is not about perfection**
  - Strategy increases the odds, it is not a guarantee of success
- **Make the logic explicit**
  - Enable comparison of Strategy to reality in back-casting

The Big Lie of Strategic Planning, R. Martin, HBR, January 2014

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Developing Key Strategies

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Attaining Desired Results

- "*For a change to be positive, it must decrease the time required, increase efficiency, improve structure or increase simplicity.*"
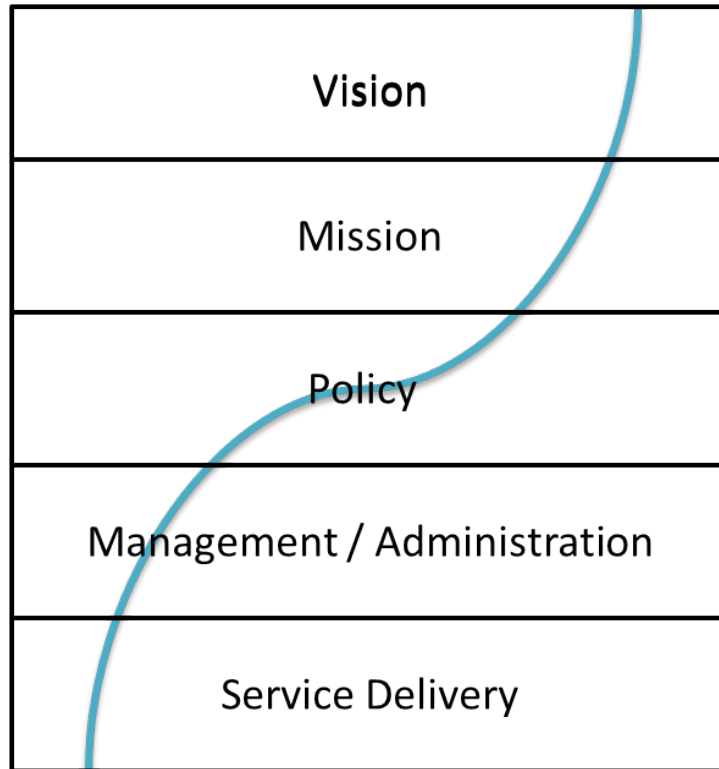
  - Chris Stricklin

What We Are Now

What We Will Be in the Future

Desired Outcomes

Brand Positioning

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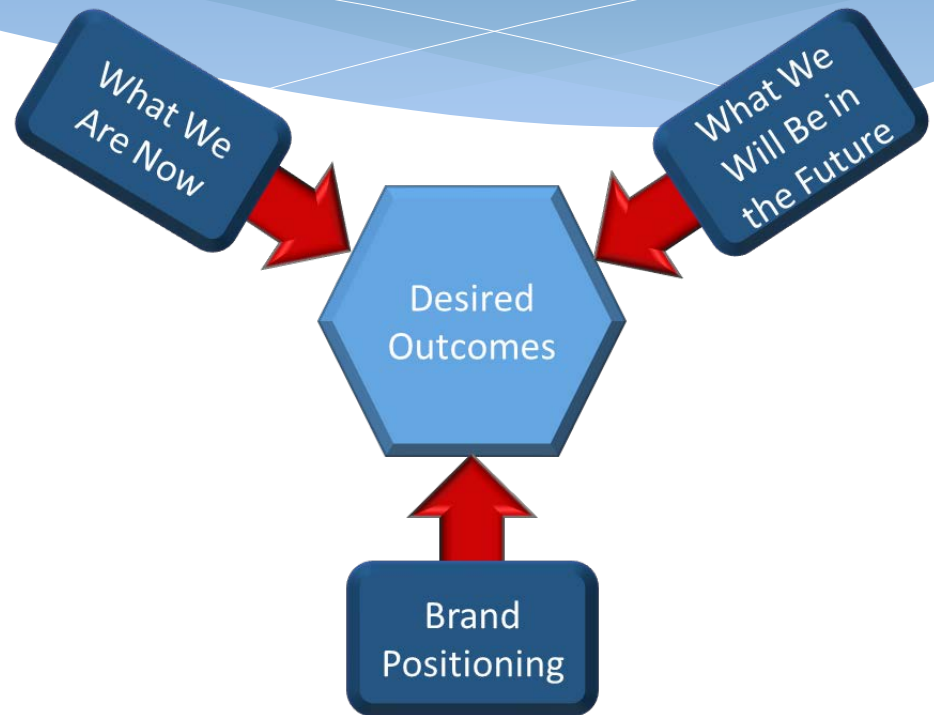
What it Means

- Municipal Priorities & Future Needs
- Basis for Sustainability:
  - **Governance** – Leadership,
    - Growth Management
  - **Culture** –Roots, History, Recreation
  - **Social** – Interaction, Emergency Service, Fabric
  - **Economy** –Macro/Micro, Finances, Value, Debt
  - **Environment** – Planning, Agriculture, Housing, Physical Environment, Open Space, Infrastructure

Governance

Social

Culture

Economy

Sustainability

Environment

Spheres of Influence

Council's Sphere

Vision
Mission
Policy
Management / Administration
Service Delivery

Manager's Sphere

- Council:
  - Vision, Mission, Policy
- Managers:
  - Policy, Management, Delivery

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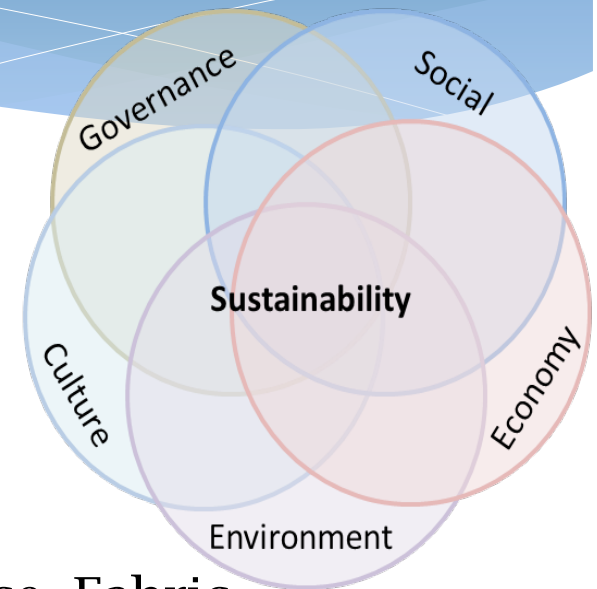
Goals & Strategies

- **Goal:** Broad Statement of what needs to be accomplished
  - In alignment to the Vision and relevant Pillar of Sustainability
- **Strategy:** What will be done to achieve the goal and create long-term sustainability
  - 'We will' statements
- **Key Result:** What success looks like
  - Achievements

Strategy Creation

- Utilizing the SWOT, Environmental Scan, surveys and feedback from elections:
  - Elaborate 2-3 Goals per Sustainability Pillar
  - Develop 2-3 Strategies per Goal
  - Specify what results are expected from the Strategy
  - Identify Owner & Contributor(s)
  - What does measurable success look like, and by when?

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Capacity

- Does the municipality have the capacity to deliver?
  - If 'yes', that's good news
  - If 'no', prioritization becomes more important
- Criticality = importance + timeliness

Strategy Ranking

- To get to the top Strategies per Sustainability Pillar:
  1. Will this action move towards the community's definition of success?
  2. Will this action move towards Sustainability
  3. Will this action provide flexibility for future community leaders to take action?
- Strategies/Actions are Short, Medium or Long Term

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Strategic Triangle

Public Value

Strategic Goals

Politically Supported

Administratively Feasible

Moore, M. (1995), *Creating Public Value: Strategic Management in Government*

Confirming Priorities

- Choose 10 Strategies that are the most important to you.
  - Critical
  - Time Sensitive
  - Worth using limited capacity on
- Choose 1 Strategy that is most important to your municipality.
- Priorities change over time

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Sample High Priorities

Sustainability Pillar	Plan Reference	Strategy
Governance	5.1.1 b)	Enhance the level of community engagement.
Governance	5.1.3 b)	Maintain and enhance a strong working relationship with the County.
Culture	5.2.1 c)	Support local festivals and cultural events, including non-traditional ones.
Economy	5.4.1 a)	Ensure the availability of non-residential land.
Infrastructure	5.5.2 b)	Investigate the Town and/or region's long-term financial capacity for constructing and operating a potential new recreation facility.
Infrastructure	5.5.4 a)	Provide the RCMP with a facility that is suitable for policing needs and that provides opportunities for protective services partnerships.
Environment	5.6.1 d)	Commit to being an environmentally responsible municipality.

Citizen Engagement

- Engage Citizens to Review Draft, New or Updated Plans
  - Open House
  - Focus Group
  - Website & Social Media Links
  - Online Survey
- Be where people are

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Measuring Performance

- Develop clear measures
  - Achievable
  - Communicate results
  - Link to strategic goals
- Promote public accountability
  - Regular reporting (quarterly)

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Priority Review

- Regular Cycle of Engagement and Review
  - Quarterly Review of Targets & Achievement
  - Reconfirming or Resetting Priority Strategies for Next Quarter
  - Link Budgets to Priorities
- Celebrate Success

Strengthen the Team

In Pursuit of Persuasion,
teambuilding workshop

Questions/Comments & Summary

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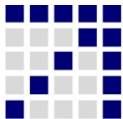
Summary

- Council Involvement
- Dimensions of Sustainability
- Priority Setting
- Draft Plan provided to Council
- Adoption by Council
- Review Schedule for Deliverables

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Summary

- CAO Develops Action Steps and Performance Measures
- Review at Management Meeting
- CAO provides Status Reports to Council

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Thank you!

We wish you Success in Strategic Planning for Sustainability.