Corporation of the City of Cambridge
Council Meeting - Workshop
Agenda

Date: Thursday, February 1, 2024, 5:00 p.m.
Location: Council Chambers

Additional materials may be distributed at the workshop.
Note: This meeting is a Council Workshop and no delegations will be registered; only directions to staff and motions to receive for information will be permitted.

1. Meeting Called to Order
2. Disclosures of Pecuniary Interest
3. Presentations
   3.1 Strategic Plan Workshop #3
       Staff will present on the development of the 2024-2026 Strategic Plan.
4. Motion to Receive
5. Adjournment
Objectives

To Provide Council with:

1. An update on progress related to the development of our 2024-26 Plan

2. An overview of two key areas of focus:
   • Measurement Framework
   • Implementation Strategy
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**Agenda Item**

- Welcome, agenda and objectives
- Background and Progress To Date
- Measurement Framework Development
- Implementation Strategy
- Closing remarks and next steps
Background and Progress To Date
The Strategic Planning Process:

• The process of setting goals and creating a blueprint for an organization's future.

The Strategic Plan is important because it:

• Reflects the voices of the people who live, work and play in Cambridge
• Helps direct tax dollars to community priorities
• Guides decision-making and allocation of resources
• Demonstrates our commitment to completing the plan
• Allows the community to measure and understand progress
We are in the final stages of development for our **2024-2026 Strategic Plan**. Council approved the key components in September 2023 and overall approval will be sought on March 19, 2024.

- The key components include the vision, mission, values, goals, objectives, strategic actions and public value statement.

- This plan aims to refresh the 2020-23 plan, with a focus on establishing an enhanced performance measurement framework which will gauge the City’s progress on implementing the strategic plan.
How our Plans Align

Strategic Plan

Business Plans

Budget
Strategic Plan Development Road Map

**Phase 1: Understand and Align**

1. Understand current Strategic Plan performance
2. Council workshop #1
   - Orientation to our current plan
3. Council report
4. Finalize scope of update
5. Engagement strategy
6. Scoping of longer-range business plan

**Phase 2: Collaborate & Create**

1. Project kick-off
2. Council workshop #2
   - Gap analysis
3. Council Focus Groups
4. Council report
   - Endorsement of key components
5. Staff leadership consultation
   - Requirements gathering to create education and resources for Strat Plan adoption

**Phase 3: Build for Success**

1. Measurement/reporting framework
   - Success measures, and outcome metrics/targets
2. Council Workshop #3
   - Measures of success
3. Implementation plan
4. Communication plan
5. Launch & education plans
6. Strategic Plan document update and Strategy on a page visual
7. Council report and approval

**Phase 4: Enable**

1. Internal/external launch
2. Communications Plan launch
3. Training roll-out
4. Measurement Framework finalization

**Key Milestones**

- Council #1
- Council #2
- CLT Council final review
- Council Approval
- Launch, implementation & education begins

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| 1. Measurement/reporting framework
  - Success measures, and outcome metrics/targets
| 1. Internal/external launch
  2. Communications Plan launch
  3. Training roll-out
  4. Measurement Framework finalization
Implementation Strategy
What is a Strategic Plan implementation strategy?

• The actions taken to enhance adoption, implementation, and sustainability of a Strategic Plan.

Why is it important?

• Establishes common goals/ alignment
• Bridges the gap between planning and operational execution
• Enhances understanding to improve performance
• Demonstrates the role staff play in the big picture
• Enables development opportunities for leaders and staff
• Builds engagement and celebration opportunity
Implementation Strategy Framework

- Year in Review
- Leadership Forum
- Leader's toolkit
- Intranet launch
- Measurement framework
- Internal/external launch
- Champions program
- Strategy road show
- Educational/visual tools
- Participation at public events
- Educational/visual tools
- Participation at public events
- Storytelling
- Educational/visual tools
- Participation at public events
- Celebration of milestones/ storytelling
- Monitoring and Reporting

[Table and diagram with dates and actions]
Measurement Framework Development
Measurement Framework

What is a Measurement Framework?

• Defines what success looks like and gives us a systematic way to measure that success
  I.e. measures and targets

Why is it important?

• Establishes clear goals and objectives
• Identifies when adjustments are required
• Improves outcomes
• Ensures accountability
• Helps tell the story
Key examples of reporting to Council and the Community:

Year in Review Document
- Yearly accomplishments - core work as well as operating and capital projects

Quarterly council reports
- Current budget forecast and project status

Community Satisfaction survey results
- Community feedback on how we are progressing with our priorities

Capital project status report
- Current project status, schedule and budget

Corporate Key Performance Indicators (KPIs)
- Quantifiable measurements to gauge performance over time
**Strategy Implementation Dashboard**

- Will measure Objectives and Key Results (OKRs) to monitor progress towards our strategic goals
  - Objectives- describe where you want to go and sets clear direction
  - Key Results - Shows you how you are progressing towards your objective

- Will help the City take a proactive stance in measuring and monitoring strategic plan priorities
Balanced Operational Scorecard

• Measuring Key Performance Indicators (KPIs) to monitor operational performance
  ▪ Will help the City take a proactive stance in measuring and monitoring operational effectiveness

The Balanced Operational Scorecard will:

• Include 5-15 indicators which cover the following key areas:
  ▪ satisfied customers
  ▪ financially strong
  ▪ effective organization
  ▪ engaged workforce

• Summarize the overall health of the organization
• Establish goals and targets
• Reviewed regularly
• Action oriented
Closing Remarks
& Next Steps
## Next Steps

<table>
<thead>
<tr>
<th>Activity</th>
<th>Timeline</th>
</tr>
</thead>
<tbody>
<tr>
<td>Implementation preparation continues</td>
<td>February</td>
</tr>
<tr>
<td>Council endorsement expected</td>
<td>March 19(^{th})</td>
</tr>
<tr>
<td>Launch and implementation begin</td>
<td>April 15(^{th})</td>
</tr>
<tr>
<td>Finalize Measurement Framework</td>
<td>May - June</td>
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<tr>
<td>Monitoring and Reporting begin</td>
<td>September</td>
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What Questions do you have?
Thank you

Jenna Brown-Jowett
Director, Corporate Strategy
(519) 740-4680, 4356
brownjowettj@cambridge.ca