

CORPORATION OF THE
TOWNSHIP OF BILLINGS

AGENDA

April 27th, 2021 7:00 p.m.

Electronic Meeting

1. OPEN
2. APPROVAL OF AGENDA
3. DISCLOSURE OF PECUNIARY INTEREST
4. ADOPTION OF MINUTES
5. DELEGATIONS
6. COMMITTEE REPORTS
7. OLD BUSINESS
8. NEW BUSINESS
 - a) Strategic Planning Discussion
9. CORRESPONDENCE
10. INFORMATION
11. ACCOUNTS FOR PAYMENT
12. CLOSED SESSION
13. CONFIRMING BY-LAW
14. ADJOURNMENT

Memorandum

To: Council

cc: CAO/Clerk, Deputy Clerk

From: Todd Gordon, EDO

Date: 04.22.2021

RE: Special Council Meeting: Strategic Planning, April 27, 2021

This is the first formal meeting with Council regarding development of the Township of Billings 2022 – 2025 Strategic Plan. The intent of this meeting is get started and ramp up for effective engagement in the planning process. It is my hope that the meeting will not exceed 1.5 hours, because our collective ability to focus and be productive rapidly diminishes beyond that point. Strategic plan development is a marathon, not a sprint. I will have a PowerPoint presentation to guide our process and discussion.

Key Components of this meeting:

- 1) Strategic Planning (10 to 15 mins)
 - a) Why strategic planning?
 - b) What is strategic planning? What's the point?
 - c) What strategic planning is *not*
- 2) A proposed process for the Billings 2022-2025 strategic plan development (10 - 20 mins)
 - a) Components of the planning process
 - b) Roles and Responsibilities
 - c) Process challenges
- 3) Getting started (1 hr)
 - a) The plan that was (Billings Township 2018 – 2021 Strategic Plan)
 - b) Vision Statement
 - c) Strengths, Weaknesses, Threats, and Opportunities (SWOT) Analysis
- 4) Next Steps

Council Tasks

- 1) Please review and think about the 2018 – 2021 strategic plan. I know I have asked Council to do this many times. Do it again, please, and consider the process that occurred, the plan document that resulted, and what, in your opinion, was/wasn't accomplished.
- 2) In your own words, come up with a **vision statement** that you think reflects what Billings Township is, as a municipality (Its corporate/governance mandate) and as a community. It might be useful to **not** refer to the existing vision statement while you do this. Use the following key considerations in articulating a vision statement:

Characteristics of an effective vision statement:

- Future oriented;
- Likely to lead to a better future for the organization – that is, it fits the organization's history and culture;
- Reflects the organization's values;
- Sets standards of excellence;
- Clarifies the organization's purpose and direction;
- Inspires enthusiasm and commitment;

- Reflects the uniqueness of the organization; and,
- Ambitious.

Conduct your own SWOT analysis process – usually this is done by dividing a blank piece of paper into 4 quadrants, but one can use columns, or separate sheets for each characteristic (see the examples below). It doesn't matter, ultimately. What do you perceive as the strengths, weaknesses, opportunities, and threats of/for The Township of Billings? Keep in mind that strengths and weaknesses are generally considered to be *internal* characteristics, over which the organization does have some direct control. Opportunities and threats, on the other hand, are usually seen as *external* - the organization doesn't have direct control over these or *external* - the organization does not have direct control over these. Also remember that opportunities often have a threat component (risk) to them, and threats also often represent opportunities if viewed from a different perspective. Spend some time and dig deep on this please. It can be very useful in understanding current conditions as the context of strategic planning and set the stage for effective plan development.

Final Comment:

I would really like Council to sit down and *write* as you consider the tasks above, so that this input can be added to the pool of plan development material. I hope that Council will actively *engage* in this activity. It is about **leadership** and **communication**.

Respectfully submitted
Todd

Examples of SWOT Analysis Work Sheets

(ignore the content of worksheets)

Traditional Quadrant Style



Column Style

<u>Strengths</u>	<u>Weaknesses</u>	<u>Opportunities</u>	<u>Threats</u>
			 <small>www.creately.com • Online Diagramming</small>