



**Subject: Strategic Plan – Quarterly Report**

**To: Council**

**From: Chief Administrative Office**

Report Number: 2021-293

Meeting Date: November 22, 2021

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**Recommendation:**

That Chief Administrative Office Report 2021-293 be received for information.

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**Purpose:**

The purpose of this report is to provide an update on the implementation and progress of the City's new 2020-2023 Strategic Plan.

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**Background:**

Council approved the 2020-2023 Strategic Plan at their May 25, 2021 meeting. The plan was developed based on input from residents, key stakeholders, Council, and City staff during roundtable discussions and a community survey.

The plan includes three community pillars and three corporate pillars. They are as follows:

Community Pillars

1. Service and Simplicity - Quality and Innovative Delivery of Customer Services
2. Attracting Business Investment and Tourists to Port Colborne
3. City-Wide Investments in Infrastructure and Recreational/Cultural Spaces

Corporate Pillars

1. Value: Financial Management to Achieve Financial Sustainability
2. People: Supporting and Investing in Human Capital
3. Governance: Communications, Engagement, and Decision-Making

The plan's vision and mission statements and corporate values are as follows:

**Vision Statement:**

A vibrant waterfront community embracing growth for future generations

**Mission Statement:**

To provide an exceptional small-town experience in a big way

**Corporate Values:**

Integrity – we interact with others ethically and honourably

Respect – we treat each other with empathy and understanding

Inclusion – we welcome everyone

Responsibility – we make tomorrow better

Collaboration – we are better together

As the City continues to experience unprecedented change with Council and staff managing through a global pandemic, and as the City prepares for expected growth and development, it's more important than ever to have a vision, a plan, and priorities. The City's 2020-2023 Strategic Plan provides a framework to assist Council and staff to effectively respond to new issues, challenges, opportunities, and emerging trends. It also helps the City's Corporate Leadership Team (CLT) provide leadership for change by shifting focus from day-to-day to being future ready. Having a vision, mission, and key priorities ensures the City, and the Corporation, move forward in a consistent strategic direction. The strategic plan also promotes a coordinated and consistent approach and standard of service delivery. This plan also provides a line of sight for staff and organizational alignment to deliver on Council priorities.

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**Discussion:**

The rollout and implementation of the strategic plan is underway. Shortly after the plan was approved by Council, the CAO, Manager of Strategic Initiatives, and Manager of Human Resources embarked on a virtual "road show" for meetings with all City departments individually to present an overview of the strategic plan and the results of the employment engagement survey.

CLT has implemented several corporate directives to ensure that the strategic plan is being used to guide staff on a day-to-day basis and assist with governance

responsibilities to Council, help with priority setting, resource allocation, and decision-making. The directives are as follows:

- the template for Council staff reports has been updated to include the six strategic pillars and all reports need to indicate how the report issue, project, and/or request aligns with one of the strategic pillars;
- projects submitted to the 2022 Capital Budget process had to show how they support the strategic pillars;
- Corporate Communications are developing an internal communications strategy to promote the plan throughout the organization so that staff are integrating key elements of the plan into their roles and how they carry out day-to-day responsibilities;
- Directors/Managers have been asked to prepare Departmental/Divisional tactical plans that provide more details on operationalizing the strategic plan. These will be presented to CLT in early December;
- Any Departmental/Divisional plans, including updated strategic plans for the Library, Museum, and Roselawn must support and be in alignment with the mission, vision, and corporate values in the City's Strategic Plan.

Many of the projects and initiatives under each of the strategic pillars are underway, ongoing, or are under development for implementation in 2022. A quarterly report showing the status of the action items is attached as Appendix A.

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### **Internal Consultations:**

Virtual meetings were held in the spring with all staff to discuss the strategic plan. CLT is having ongoing conversations about integrating the strategic plan into how the City delivers programs and services.

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### **Financial Implications:**

There are no financial implications associated with this report. The projects and initiatives contained in the plan have already been funded from the City's Capital Budget or require little or no funding as they are projects being completed by City staff.

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### **Public Engagement:**

The City's website includes a separate submenu with strategic plan information. One of the six pillars of the plan is "Governance: Communications, Engagement, and Decision-Making." Council and staff are committed to engaging residents and key community stakeholders to get their input to assist with decision-making and act in the public

interest. H.H. Knoll Lakeview Parkette Design, Lockview Park Redevelopment, and a Community Priorities Survey conducted for the strategic plan are three public engagement projects completed in 2021.

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### **Strategic Plan Alignment:**

The initiative contained within this report supports the following pillars of the strategic plan:

- Service and Simplicity - Quality and Innovative Delivery of Customer Services
  - Attracting Business Investment and Tourists to Port Colborne
  - City-Wide Investments in Infrastructure and Recreational/Cultural Spaces
  - Value: Financial Management to Achieve Financial Sustainability
  - People: Supporting and Investing in Human Capital
  - Governance: Communications, Engagement, and Decision-Making
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### **Conclusion:**

The City of Port Colborne's 2020-2023 Strategic Plan, approved by Council on May 25, 2021, includes mission and vision statements to guide the future of the City and the Corporation as well as six strategic pillars and several action items. Since May, the City's Corporate Leadership Team have been working with staff to promote the plan and ensure it becomes a living document and provides a line of sight for staff to see how their day-to-day responsibilities connect to the mission, values, and strategic pillars in the plan. CLT are committed to accountability and transparency and keeping Council and the community informed through quarterly updates on the strategic plan's progress.

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### **Appendices:**

- a. Implementation Plan – Quarterly Report (Q4/2021)

Respectfully submitted,

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### **Report Approval:**

All reports reviewed and approved by the Department Director and also the City Treasurer when relevant. Final review and approval by the Chief Administrative Officer.