



Subject: 2020-2023 Strategic Plan

To: Council

From: Chief Administrative Office

Report Number: 2021-96

Meeting Date: March 22, 2021

Recommendation:

That Chief Administrative Office Report 2021-96, Subject: 2020-2023 Strategic Plan, be received for information; and

That Council endorse the draft Strategic Plan attached as Appendix A.

Purpose:

The purpose of this report is to seek Council support for the 2020-2023 Strategic Plan.

Background:

Facilitated roundtable discussions regarding the development of the City's strategic plan were held with Council and staff in 2019 and early 2020. This project was postponed in March 2020 due to the COVID-19 pandemic and was revisited in September 2020.

Council approved a strategic plan framework presented by the CAO and the Manager of Strategic Initiatives on October 26, 2020 and provided direction to complete the plan for Council review and approval.

The strategic plan will be a guiding document to assist Council and staff in priority setting, resource allocation, and decision-making for the remainder of the 2019-2022 term and into the next Council term. This plan will be a living document and strategic planning is an ongoing process that requires flexibility and responsiveness to the ever-changing municipal landscape. A new strategic plan will also provide a line of sight for City staff to see the connection between their day-to-day responsibilities and the vision and mission of the organization.

It should be noted that City staff have been delivering programs and services as well as planning, implementing, and managing many projects and initiatives in 2019 and 2020 that align with key pillars in the draft strategic plan. For this reason, the City's Corporate Leadership Team is recommending that 2020-2023 be used as the time frame for the City's strategic plan to reflect the ongoing work and strategic focus of City staff.

Discussion:

There are key structural elements that make up the framework of a strategic plan, including vision and mission statements, strategic pillars, action items, and an implementation plan. The framework is as follows:

Vision:

A vibrant waterfront community embracing growth for future generations.

Mission:

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.

Strategic Pillars to Support the Vision and Mission

Our strategic pillars are based on key themes that emerged from roundtable discussions with Council and staff and have been divided into Community Pillars and Corporate Pillars.

Community Pillars

These pillars are areas that directly benefit our residents, businesses, and visitors.

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

These pillars are the day-to-day practices, processes, and governance that Council and staff are focused on to ensure maximum value and benefit for our residents.

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

Internal Consultations:

The strategic plan is based on facilitated roundtable discussions held in 2019 and 2020 with Council and staff. The CAO and Manager of Strategic Initiatives have also continued to engage the Corporate Leadership Team and other City managers and staff in finalizing the plan.

Financial Implications:

There are no financial implications in approving this report. This plan was completed in-house so there were no costs for external consultants. Also, many of the projects and initiatives in the strategic plan have been part of Council approved budgets. Any new initiatives proposed, that require funding, will come to Council for approval.

Public Engagement:

The 2020-2023 Strategic Plan will be posted on the City's website. One of the key pillars of the plan is good governance and specifically active public engagement through corporate communications and outreach. This approach will become a method of business for City staff.

Strategic Plan Alignment:

The City's Strategic Plan will help to ensure there is organizational alignment to deliver on Council's priorities and that recommendations in staff reports should adhere to the pillars in the Plan.

Conclusion:

The City's 2020-2023 Strategic Plan will highlight key projects and initiatives that staff are working on as well as new projects and action items that support Council priorities that will move the City and the corporation forward in a consistent strategic direction.

Appendices:

- a. Draft City of Port Colborne 2020-2023 Strategic Plan
- b. Draft Implementation Plan

Respectfully submitted,

Gary Long
Manager of Strategic Initiatives
905-835-2901 x.502
Gary.Long@portcolborne.ca

Report Approval:

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