



Subject: 2023-2026 Strategic Plan – Process and Next Steps

To: Council

From: Office of the Chief Administrative Officer

Report Number: 2023-08

Meeting Date: January 24, 2023

Recommendation:

That Chief Administrative Officer Report 2023-08 be received for information; and

That a new strategic planning process be initiated to guide the development of the 2023-2026 Strategic Plan in alignment with the new term of Council; and

That the 2020-2023 Strategic Plan remain in place at the beginning of this term of Council and until a new 2023-2026 Strategic Plan is approved and implemented in the spring of 2023; and

That the recommendations outlined in Report 2023-08 regarding the process for the development of a 2023-2026 Strategic Plan be approved.

Purpose:

The purpose of this report is to seek Council support regarding a process for the development and implementation of a 2023-2026 Strategic Plan. A brief PowerPoint presentation from the Manager of Strategic Initiatives at the January 24, 2023, Council meeting will accompany this report.

Background:

Given the myriad of tremendous opportunities and challenges facing municipalities, it is more important than ever for municipal organizations to think and act strategically having a focused plan that includes key pillars and priority projects. Port Colborne is on the cusp of a positive 10 to 15-year growth trajectory. A strategic plan helps the City prepare for and manage this growth, and it also helps coordinate how the City responds to new issues and emerging trends from a position of strength. With clear vision and mission statements, a strategic plan keeps Council and staff focused on making

informed decisions today that will simultaneously prepare the City for the future and provide a sense of purpose for staff and the organization in their delivery of programs and public services in a consistent, coordinated, and exceptional way.

The 2020-2023 Strategic Plan, attached as Appendix A, was approved by Council on May 25, 2021. It has been a guiding document used by Council and staff for governance, planning, and budgeting, as well as for ensuring the City and the corporation are moving forward. It was developed based on facilitated roundtable discussions with Council and staff in 2019 and 2020, and it also incorporates feedback from a community survey issued in 2021.

Key Components of the 2020-2023 Strategic Plan

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.
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Strategic 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

Strategic 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

Discussion:

To maintain continuity and strategic direction, the City's Corporate Leadership Team (CLT) are recommending that the 2020-2023 Strategic Plan remain in place at the beginning of this Council term and until a new 2023-2026 Strategic Plan is approved and implemented in the spring of 2023. Considering the existing plan still has relevance today, CLT are also recommending that the mission and vision statements and corporate values remain the same and be carried over as foundational pieces for the 2023-2026 Strategic Plan. Lastly, CLT advise that a survey be issued to gather public

input, and that development of the 2023-2026 Strategic Plan be completed internally or in-house.

The following is a proposed timeline which ensures both thoughtful discussion and timely progress throughout the planning process:

Strategic Planning Process – 2023 Key Dates	
January 24 th	Overview of 2020-23 Plan and process/next steps for 2023-26 Plan
January 25 th	Community survey opens
February 15 th	Community Survey closes and results to be analyzed
February 25 th	Facilitated session with Council & CLT
March 4 th	Facilitated session (if necessary)
March 28 th	Present draft plan (followed by any revisions)
April 11 th	Present final plan for adoption by Council
April/May	Community and corporate rollout/implementation

Internal Consultations:

The recommendations in this report have been discussed with the City's CLT.

Financial Implications:

There are no financial implications in approving this report. The 2020-2023 Strategic Plan was completed in-house, and no costs were incurred for external consultants. CLT are recommending that the 2023-2026 be completed in-house again. Most of the projects and initiatives in the 2020-2023 Strategic Plan were included in Council-approved budgets, while others had no additional financial impact as most formed part of the day-to-day responsibilities of staff and Divisional/Departmental work plans. Priority projects identified in the new 2023-2026 Strategic Plan that require funding will be submitted and reviewed as part of the City's budget process.

Public Engagement:

One of the key pillars of the City's Strategic Plan is good governance and, specifically, active public engagement through corporate communications and outreach. CLT are recommending that a community survey be issued the week of January 23, 2023, in order to obtain resident and stakeholder input and ensure that local issues and priorities are reflected in the key themes of the new strategic plan. A draft survey has been completed and is attached to this report as Appendix B. This survey will be posted on

the City's website and promoted through a media release, newspaper advertisement, frequent mentions on the City's social media channels, and email invitations to key contacts and community stakeholders who will be encouraged to share the survey link with others. The 2020-2023 Strategic Plan is a public document, and it is posted on the City's website.

Strategic Plan Alignment:

The City's Strategic Plan helps to ensure organizational alignment on the delivery of Council's priorities, and recommendations in staff reports should adhere to the pillars in the Plan.

Conclusion:

The City's current strategic plan includes a timeframe of 2020-2023. The Corporate Leadership Team (CLT) are recommending that a new strategic planning process be initiated to guide the development of the 2023-2026 Strategic Plan in alignment with the new term of Council. CLT are also recommending that the current strategic plan remain in place until a new plan is adopted and implemented in April/May 2023. One of the first steps in this process is to engage residents and key stakeholders by allowing them to provide their feedback. This will be achieved through a community survey that will be issued the week of January 23, 2023.

Appendices:

- a. 2020-2023 Strategic Plan
- b. Community Survey questions - 2023-2026 Strategic Planning process

Respectfully submitted,

Gary Long
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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.