



Subject: 2023-2026 Strategic Plan – Draft

To: Council

From: Office of the Chief Administrative Officer

Report Number: 2023-89

Meeting Date: June 13, 2023

Recommendation:

That Chief Administrative Office Report 2023-89 be received for information.

Purpose:

The purpose of this report is to present a draft of the 2023-2026 Strategic Plan for Council review.

Background:

Approved in May 2021, Council and staff have been guided by the 2020-2023 Strategic Plan. The plan's vision and mission statements, key themes, and strategic pillars were developed in accordance with roundtable discussions with Council and staff, as well as a community survey completed by 621 respondents.

Following the municipal election in October 2022, the City's Corporate Leadership Team (CLT) advised that a new strategic plan be developed to coincide with the new term of Council. Report 2023-08 – approved by Council on January 24, 2023 – recommended that key foundational elements of the 2020-2023 Strategic Plan be kept and transitioned to the new plan, including the vision and mission statements, and corporate values. This same report recommended that a new community survey be issued to gather public input, the process of developing a strategic plan be completed internally versus hiring a consultant, and it also included next steps and timelines.

Discussion:

A community survey was designed internally in January 2023, shared with CLT for comment, and included in the appendix of Report 2023-08. The survey was made available online over four weeks (late January through late February) and widely promoted by City staff. During this time, hard copies were provided to residents at several apartment buildings and living communities (e.g., Portal Village) in addition to being provided upon request at City Hall, the Library, and the Vale Health & Wellness Centre. A total of 503 surveys were completed. A final report of the survey results is being prepared and will be posted on the City's website.

In conjunction with the community survey, a facilitated workshop with Council and senior staff was held on February 25, 2023. Several key outcomes came about from this discussion:

- There are aspects of the existing strategic plan that have resonated with Council and staff. Its vision and mission statements and corporate values should be carried forward and used to give shape to the new plan.
- The pillars, including the implementation and management of projects and initiatives under each, should be viewed through a lens of sustainability (environmental, social, and economic) and accessibility.
- The new plan's progress should be monitored and measured using key performance indicators (KPIs).

The process of developing the 2023-2026 Strategic Plan yielded these five pillars:

- Environment and Climate Change
- Welcoming, Healthy, and Livable Community
- Economic Prosperity **pillar from the 2020-2023 Strategic Plan*
- Increased Housing Options
- Sustainable and Resilient Infrastructure **pillar from the 2020-2023 Strategic Plan*

Staff are proposing that the pillars from the existing plan which have not been identified above (i.e., Service and Simplicity: Quality and Innovative Delivery of Services; Value: Financial Management to Achieve Financial Sustainability; People: Supporting and Investing in Human Capital; and Governance: Communications, Engagement, and Decision-Making) be utilized as part of a Balanced Scorecard (BSC) performance monitoring and measurement framework. The four perspectives of a traditional BSC are:

- Financial (Value)
- Customer (Satisfaction)
- (Simple) Internal Processes
- Learning and Growth (of People)

These four perspectives will serve as the criteria through which the performance of the 2023-2026 Strategic Plan – as delivered by staff in their day-to-day responsibilities and according to their departmental/divisional action/work plans with priority projects and initiatives – will be monitored and measured.

Staff would like Council feedback on the draft plan attached to this report, and any recommended changes will be incorporated into the final version of the plan, which is to be presented at the June 27th Council meeting. Once approved, the plan will be implemented internally and rolled out publicly with the assistance and expertise of the City's Corporate Communications team.

Internal Consultations:

The development of the draft 2023-2026 Strategic Plan has been a collaborative effort among senior staff, and it has been reviewed by the City's Corporate Leadership Team.

Financial Implications:

There are no financial implications associated with this recommendation. The draft 2023-2026 Strategic Plan has been completed at no cost to the City other than staff time. The majority of the projects, initiatives, and studies listed in the plan have already been funded either through approved capital and operating budgets, grants from the federal and provincial governments, or existing staff complement and work plans. Those that currently do not have a funding source will be included in 2024 budget deliberations.

Public Engagement:

A community survey was designed, issued, and promoted in late January to obtain public input on issues, challenges, areas of concern, and levels of satisfaction with City programs and services. The current strategic plan is a public document and is posted on the City's website. The new plan, once approved, will also be posted on the website.

Public engagement is a method of business practiced throughout the organization as part of a commitment to good governance and open and transparent decision-making. City staff are looking forward to introducing a new online public engagement platform this year that will encourage public participation and feedback regarding City projects and initiatives.

Strategic Plan Alignment:

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

- Governance: Communications, Engagement, and Decision-Making
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Conclusion:

Staff have prepared a draft 2023-2026 Strategic Plan for Council review. The feedback received from Council will be incorporated in its final version, which will then be formatted and designed to align with the City's branding guidelines.

While this is a four-year plan that aligns with the Council term, it is also understood by Council and staff that decisions and actions are focused on improving today, making tomorrow better, and positioning the City for success in the future.

Appendices:

- a. 2023-2026 Strategic Plan – Draft
- b. Staff Presentation - 2023-2026 Draft Strategic Plan

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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.