



Subject: 2023-2026 Strategic Plan - Final

To: Council

From: Office of the Chief Administrative Officer

Report Number: 2023-122

Meeting Date: June 27, 2023

Recommendation:

That Chief Administrative Officer Report 2023-122 be received; and

That the 2023-2026 Strategic Plan be approved.

Purpose:

The purpose of this report is to present the final version of the 2023-2026 Strategic Plan for Council approval.

Background:

A draft version of the 2023-2026 Strategic Plan was presented at the June 13, 2023, Council meeting as part of Report 2023-89. The 2023-2026 Strategic Plan, attached as Appendix A, has been formatted to include design elements that adhere to the City's branding guidelines.

The 2023-2026 Strategic Plan is a result of a process initiated following the municipal election in October 2022 and after the City's Corporate Leadership Team recommended that a new strategic plan be developed in-house to coincide with the new term of Council. Report 2023-08, which was approved by Council on January 24, 2023, provided the timelines and next steps for developing a new strategic plan, and it also advised that key foundational elements of the 2020-2023 Strategic Plan – such as the vision and mission statements and corporate values – should be kept intact and carried over to the new plan. This same report recommended that a new community survey be issued to gather public input.

The main components of the 2023-2026 Strategic Plan, as presented to Council in draft form, comprise the following:

Vision Statement	A healthy and 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
Strategic Pillars	Environment and Climate Change Sustainable and Resilient Infrastructure Welcoming, Healthy, and Livable Community Increased Housing Options Economic Prosperity

The concepts of sustainability and accessibility have provided the basis for the above-listed strategic pillars. And, over the course of 2023-2026, they will act as a lens through to view the decisions, actions, and outcomes resulting from this strategic plan.

Discussion:

The City's new strategic plan will be promoted externally via a media release and social media posts, posted on the City's website, and shared with key stakeholders. Staff are completing a final report to summarize the community survey results and this will also be posted on the City's website.

During the development of the draft strategic plan, there was considerable discussion regarding the importance of measuring the performance of the new strategic plan and fine-tuning reports on the progress and completion of key initiatives as well as the overall successes of the organization. To this end, a Balanced Scorecard (BSC) performance monitoring and measurement framework has been incorporated into the 2023-2026 Strategic Plan. The four perspectives of a traditional BSC are: (Financial) Value, Customer (Satisfaction), Simple (Internal Processes), and (Learning and Growth of) People.

Together with the goals and measures in the strategic plan, these four perspectives will serve as the criteria through which performance – as executed 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.

Internal Consultations:

The development of 2023-2026 Strategic Plan has been coordinated and led by the City's Office of Strategic Projects in collaboration with Corporate Communications, Corporate Services, and the CAO. It has also been reviewed with the City's Corporate Leadership Team.

Financial Implications:

There are no financial implications associated with the recommendations in this report and the development of the 2023-2026 Strategic Plan, which was completed at no cost to the City other than staff time. Staff included measures in the strategic plan that seek to minimize the financial impact to the organization over the next three years and beyond. Any proposed project or initiative that does not have a funding source will not proceed until it is reviewed by Council either through a staff report or as part of the capital and levy budget process.

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. A total of 503 surveys were completed and a final report will be posted on the City's website.

There are also several studies and plans that support the plan's new strategic pillars and were completed through an open, transparent, and engaging process. These include, but are not limited to, the Parks and Recreation Master Plan, Affordable Housing Strategy and Action Plan, Official Plan, Asset Management Plan, Economic Development Strategy and Action Plan, and Community Improvement Plans.

Strategic Plan Alignment:

Staff will work with the City's Clerk and Deputy Clerk to update the report template to include the new strategic pillars and continue the practice of ensuring alignment between reports and the strategic plan.

Conclusion:

A final version of the 2023-2026 Strategic Plan has been completed by City staff with input from Council and feedback from the community and key stakeholders. This plan builds on the successes and foundational elements of the 2020-2023 Strategic Plan, and it gives Council and staff the guidance to address challenges, capitalize on opportunities, and ensure Port Colborne and the organization move forward in the right direction.

Appendices:

- a. 2023-2026 Strategic Plan – Final
- b. Sample Reporting Matrix

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.