



THE CORPORATION OF THE CITY OF COURTENAY

STAFF REPORT

To: Council
From: City Manager (CAO)
Subject: 2023-2026 Strategic Priorities

File No.: 0620-20
Date: April 26, 2023

PURPOSE:

The purpose of this report is to receive the draft 2023-2026 Strategic Priorities for the City of Courtenay and refer the plan for public input prior to consideration of adoption in May of 2023.

EXECUTIVE SUMMARY:

In November 2022, following the municipal election, Council worked with staff in a series of facilitated sessions to develop the draft 2023-2026 Strategic Priorities for the City of Courtenay. During these sessions, Council received an overview of ongoing work program items and capital projects, updates on the status of ongoing 2019-2022 priorities established by the previous Council, and discussed their priorities and key projects that would be the focus for the term 2023-2026. In addition to the day-to-day core activities of the City, this list of key Strategic Priorities will form the work program for the City's service departments for the term of Council, and has supported the development of the 2023-2027 Financial Plan.

The plan is purposefully aligned with the new City of Courtenay Official Community Plan (OCP), adopted in July 2022, and its four cardinal directions: climate action, reconciliation, equity, and community well-being. The Strategic plan is structured around the OCP cardinal directions and eight themes to ensure the priorities Council sets are aligned with the community's vision and aspirations for the City. This Plan is Council's commitment to implementing the OCP as well as the City's road map to ensure we are delivering the services and programs our residents want and expect. Lessons learned during the pandemic indicate that a solid framework to consider action and response to ever-changing situations is required for local governments. The structure of this plan is arranged so that Council has the framework to consider and prioritize a response to new or emerging services, as the need should arise during their term of office.

Attached for receipt and consideration is the Draft 2023-2026 Strategic Priorities for the City of Courtenay. (Schedule No. 1) Prior to adoption it is recommended that the plan be posted on the City's website for input.

DISCUSSION:

The City has long relied on its strategic planning process to link community objectives, ongoing core work program, sustainable financial planning, asset management and the organizational core values to develop a multi-year approach to address service demands for the residents of Courtenay. Following the October 2022 municipal election, Council met in a series of facilitated workshops with staff to consider the community needs, and develop a coordinated approach to tackle the existing services and growing demands on the municipality over their four-year term.

These sessions extended out of the comprehensive orientation provided to Council by staff following the election. Overall the strategic planning was guided by the organization's Core Values and OCP's cardinal directions of climate action, reconciliation, equity, and community well-being, which were identified through the extensive community consultation undertaken for that visionary, long term community planning exercise.

Structure of the Plan

Following consideration of ongoing work items and capital projects, updates on the status of ongoing 2019-2022 priorities established by the previous Council, and a series of discussions on Council's priorities and key projects, a draft list of strategic priorities and actions were identified that would be the focus for the term Council term 2023-2026. For the plan, these priorities were reorganized around the four cardinal directions, and the actions are clustered under the eight OCP themes to ensure the priorities Council sets are aligned with the community's vision and aspirations for the City.

Monitoring and Updating the Plan

Progress towards the 2023-2026 Strategic Priorities will be tracked through an annual review of the plan and a progress report. This will include a review of the priorities and receiving Council direction on adjustments needed to address the conditions or issues the City is experiencing. In addition, through the City's statutory Annual Report, strategic priorities will be highlighted along with the other core activities of the City.

POLICY ANALYSIS:

The 2023-2026 Strategic Priorities provides the overall policy guidance and direction for the City's work program and financial plan. The structure of the plan along the four Cardinal Directions of climate action, reconciliation, equity, and community well-being provides a backdrop to organize the City's activities for 2023-2026 as well as a policy framework to consider and adjust to a changing environment or needs in the community during the four-year term of Council

FINANCIAL IMPLICATIONS:

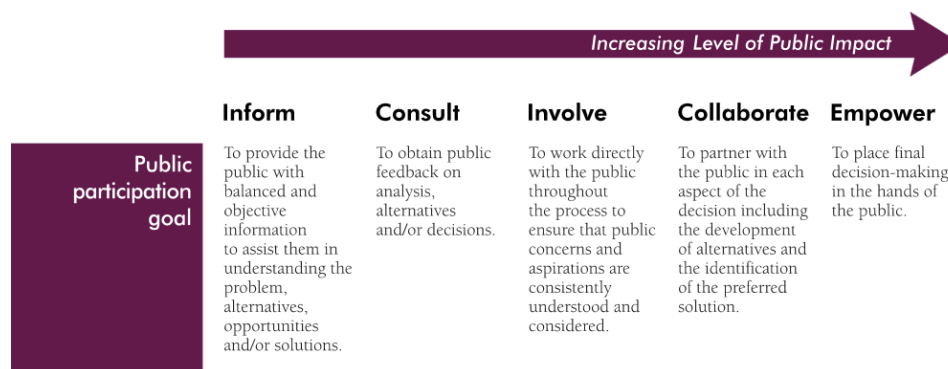
The 2023-2027 Financial Plan has been structured to address the Strategic Priorities identified by Council. All priority actions identified for 2023 are captured in the current financial plan, which has been approved by Council and is pending final adoption on April 26. Ongoing implementation of the plan will included for consideration during the financial planning process. As this document is reviewed, adjustments to the financial plan will be made as required and incorporated into the five-year financial plan.

ADMINISTRATIVE IMPLICATIONS:

A municipal strategic plan sets the overall direction and service delivery response to community needs. The 2023-2026 Strategic Priorities supports the delivery of all core services, as well as delivering key new activities across all service sectors of the City of Courtenay. To ensure alignment of these activities with this direction, all staff reports will include a reference to the Strategic Priorities and implications with respect to delivery of Strategic Priorities. From an administration and service delivery perspective, the overall direction contained within the plan will assist staff with recommendations on new projects or services required due to community need or potential legislative changes, and support Council's consideration of these matters through their term of office.

PUBLIC ENGAGEMENT:

Following receipt of the Draft 2023-2026 Strategic Priorities by Council, it is recommended that the draft plan is posted on the City's website to receive feedback prior to adoption. Based on the IAP2 Spectrum of Public Participation, staff would consult the public and report back to Council:



© International Association for Public Participation www.iap2.org

OPTIONS:

1. THAT Council receive the draft 2023-2026 Strategic Priorities for the City of Courtenay, and refer the plan for public input prior to consideration of adoption in May 2023 (Recommended)
2. THAT Council provide staff with alternate direction.

Prepared by: Geoff Garbutt, M.PI., MCIP, RPP, City Manager (CAO)