



The Corporation of the City of Courtenay

Staff Report

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

File No.: 0620-20
Date: Aug 28, 2024

PURPOSE:

The purpose of this report is to provide an update in progress related to the 2023-2026 Strategic Priorities for the City of Courtenay and consider a review of these priorities in the Fall/Winter 2024.

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. This approach develops a multi-year strategy to address the service demands for Courtenay residents.

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 City's day-to-day core activities, this list of key Strategic Priorities will guide the work program for the City's service departments throughout the Council's term, and has informed the development of the 2024-2028 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. The current 2023-2026 Strategic Priorities for the City of Courtenay are included for reference as Attachment No. 1.

Monitoring and Updating the Plan

Progress towards the completion of tasks and initiatives included in the 2023-2026 Strategic Priorities has been tracked through the City's Annual Report and progress reports. As envisioned in the plan, this reporting process provides includes reviewing the priorities and receiving Council direction on adjustments to address emerging conditions or issues faced by the City.

An update on the work completed to date (2023-2024) with respect to the 2023-2026 Strategic Priorities is included as Attachment No. 2 for Council's review and consideration. This document provides an overview of priorities that are completed and those in progress as well as a status on the expected timeline for the

work. In some cases a revised timeline has been presented as there are areas within the Strategic Priorities have been impacted by provincial legislative deadlines as well as competing/emerging priorities that have developed since the consideration and adoption of the plan.

As outlined in the activity summary, a significant amount of progress has been made on the City's priorities in addition to the successful completion of the provincially mandated land use regulatory changes related to housing approvals. Given the level of existing work related to provincial legislation implementation as well as emerging priorities it is recommended that a review of the Strategic Priorities be scheduled for the Fall of 2024 so as to confirm the work program and financial planning needed to address Strategic Priorities for the 2025 and 2026 period.

POLICY ANALYSIS:

The 2023-2026 Strategic Priorities provides overarching policy guidance and direction for the City's work program and financial plan. Organized around the four Cardinal Directions of climate action, reconciliation, equity, and community well-being, the plan serves as a framework to organize the City's activities for 2023-2026. It also offers a policy framework to adapt to changes in environment or needs throughout the four-year term of Council.

FINANCIAL IMPLICATIONS:

The 2023-2027 Financial Plan is structured to address the Strategic Priorities identified by Council. All priority actions identified for 2024 are captured in the current financial plan, which has been approved by Council. Ongoing implementation of the plan will be included for consideration during the financial planning process. As this document is reviewed, adjustments (if required) to the financial plan will be made and incorporated into the five-year plan.

ADMINISTRATIVE IMPLICATIONS:

A municipal strategic plan sets the overall direction and service delivery response to community needs. The 2023-2026 Strategic Priorities guides 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 include a reference to the Strategic Priorities and implications with respect to delivery of Strategic Priorities. From an administration and service delivery perspective, the plan provides direction to staff on recommending new projects or services required due to community need or potential legislative changes, and support Council in evaluating these matters through their term of office.

OPTIONS:

1. THAT Council receive the update on progress towards the 2023-2026 Strategic Priorities for the City of Courtenay Council and direct staff to schedule a Strategic Priorities review session in Fall of 2024 (Recommended)
2. THAT Council receive the update on progress towards the 2023-2026 Strategic Priorities for the City of Courtenay
3. THAT Council provide alternate direction.

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