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**Subject:** 2019-2022 Council Strategic Plan

**Report to:** Regional Council

**Report date:** Thursday, June 20, 2019

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## **Recommendations**

That the Niagara Region's 2019-2022 Council Strategic Plan found in Appendix 1 of Report CAO 07-2019 **BE APPROVED**.

## **Key Facts**

- A strategic planning workshop was held on May 11, 2019 where members of Council came together to create the 2019-2022 Niagara Regional Council Strategic Plan. Through the work that came out of this day, Council members identified their collective priorities, and set the objectives for the organization for the next four years. These results have been consolidated and presented in this report as the 2019-2022 Council Strategic Plan, for final consideration by Council.
- The May 11<sup>th</sup> workshop also provided members of Council an opportunity to identify actions that staff will consider as they put together an implementation plan for Council's consideration. The implementation plan will serve as staff's workplan to put into action the priorities of Council, and a draft will be brought forward to Council for final consideration within the next few months.
- This strategic planning process has strived for transparency and accountability to the public. As Council's direction unfolds, the Strategy, resulting Implementation Plan, and any progress updates will be made available to the public on the Region's webpage at [www.niagararegion.ca/priorities](http://www.niagararegion.ca/priorities).

## **Financial Considerations**

There are no financial decisions associated with this report. It is the intent that any financial implications coming out of the implementation plan will be aligned to the 2020 budget planning process, and Council will make the necessary financial decisions at that time.

## **Analysis**

A Strategic Plan is a significant document that underpins all of the work the Region will set out to achieve over the next four years. It should be focused in its intent, aligned with the mandate of services provided at this level of government, and set up in a way that it acts as a motivation to work together to achieve something great.

For municipal government, it is the basis for aligning the work of the organization with the priorities of Council. The strategic plan guides the corporate workplan which allows the organization to dedicate adequate resources to address Council's priorities, and to be transparent and accountable to the results.

### *The Strategic Planning Process*

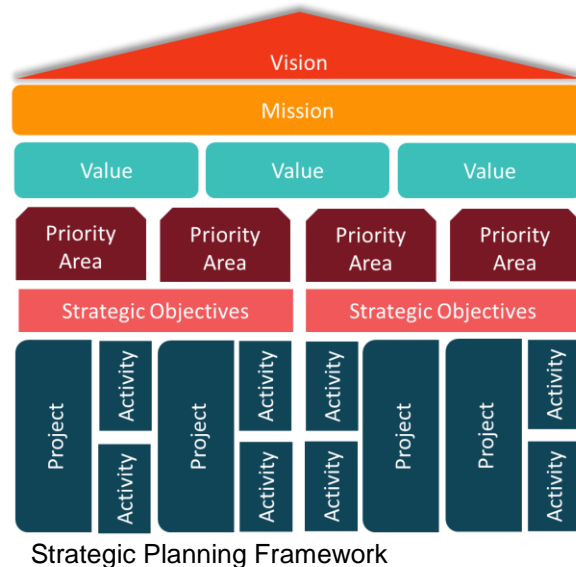
A comprehensive strategic planning process follows four steps:

1. Environmental Scan - A typical strategic planning process begins with an environmental scan of internal and external factors, and this scan has included significant stakeholder consultation as summarized in the *Shape Niagara "What We've Heard"* report.
2. Defining the Strategy - Following a review of the current state is the opportunity to identify the vision for the future, and to define the priorities and objectives that will allow the organization to reach that vision.
3. Implementation Plan – An implementation plan is developed which will identify the actions required to realize the goals and objectives.
4. Monitor & Measure Success - The last stage of the strategic planning process is to monitor and evaluate progress towards those goals.

Following the May 11<sup>th</sup> strategic planning workshop, Council has now completed the first two steps in the Strategic Planning process, the results of which have been presented in this report for final approval.

### *The Strategic Plan Framework & Outcomes of the Workshop*

On May 11<sup>th</sup>, 2019, members of Regional Council came together to define the 2019-2022 Council Strategic Plan, based on the following framework:



The workshop was a full day facilitated working session where members of Council worked through the development of each component of their strategic plan:

**Vision Statement:** The picture of where an ideal Niagara could be in the future.

**Mission Statement:** What the Niagara Region as an organization does at a high level to reach the vision.

**Corporate Values:** The way the organization should behave as it carries out its Mission.

**Priorities:** High-level milestones that must be achieved to make the vision possible.

**Objectives:** The detailed intended outcomes or impacts under the Priorities.

**Actions:** The activities that the people in the organization must do to meet the Objectives.

The outcomes of the workshop have been consolidated into the draft 2019-2022 Council Strategic Plan that can be found in Appendix 1. During the strategy planning workshop, Councillors requested that their individual submissions and ideas be provided back to Council as part of this report. As such, Appendix 2 contains the areas of focus that each Councillor was asked to identify which were themed to create the four Priorities discussed at the breakout tables during the workshop. Appendix 3 contains the objectives and outcomes that were discussed under each Priority during breakout sessions, and include the number of votes received by each.

### *Next Steps*

Upon approval, the final 2019-2022 Council Strategic Plan will be branded, and will be formally launched and communicated out to the public. The Regional webpage, [www.niagararegion.ca/priorities](http://www.niagararegion.ca/priorities), which shares Council's strategy, implementation plan and progress reporting will be updated accordingly.

A strategic plan has no true value without an action plan to implement the priorities and objectives that it identifies. Following the approval of Council's final strategic plan, staff will use Council's input collected during the May 11<sup>th</sup> workshop to define an implementation plan for Council's consideration. It is the intent that the timing of developing an implementation plan will align with the 2020 budget planning process to ensure the appropriate dollars and resources are identified up front to set the implementation plan up for success.

The organization has been awaiting the direction and focus that this strategic plan will provide across larger initiatives through to corporate and individual workplans. There is a degree of importance with getting the strategic plan in place, and with the ongoing Provincial governance review, the strategy may need to be re-aligned with new direction from the Province. Implementation planning will focus mainly on initiatives upcoming in the next 1-2 years, and there will be opportunities to add new projects or initiatives as the term goes forward and more information is known.

The Region enables public transparency in two ways: First, through project progress reporting throughout the term, and second, through the Region's public facing performance measurement dashboard. This dashboard will be re-aligned to the new Council strategic plan and will allow Council, staff and the public to track our progress on key activities and influencing factors.

### **Alternatives Reviewed**

As the content for the strategic plan contains direct input from the members of Council that attended the May 11<sup>th</sup>, 2019 strategy planning workshop, no other alternatives were considered.

### **Relationship to Council Strategic Priorities**

This report aligns directly with the new strategic priorities of Council for the 2019-2022 term.

## Other Pertinent Reports

- CAO 3-2019 Shape Niagara Council Strategic Planning
- CAO 19-2018 Shape Niagara – What We Heard
- CAO 17-2018 Council Strategic Priorities 2015-2018 Term in Review
- CWCD 128-2018 Shape Niagara Public Open Houses
- CAO 06-2018 Shape Niagara
- CAO 02-2015 Regional Council Strategic Priorities 2015-2018

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### Prepared by:

Kristen Delong  
Manager of Internal Control and  
Organizational Performance  
Enterprise Resource Management  
Services

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### Recommended by:

Todd Harrison, CPA, CMA  
Commissioner/Treasurer  
Enterprise Resource Management  
Services

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### Submitted by:

Ron Tripp, P.Eng.  
Acting Chief Administrative Officer

*This report was prepared in consultation with Sandy Dupuis, Corporate Performance Specialist, and reviewed by Maciej Jurczyk, Director of Internal Control and Organization Performance, and members of the Corporate Leadership Team (CLT).*

## Appendices

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