



City of Port Colborne
Special Meeting of Committee of the Whole 10-18
Friday, April 20, 2018 – 5:30 p.m.
Saturday, April 21, 2018 – 8:30 a.m.
Council Chambers, 3rd Floor, 66 Charlotte Street

Agenda

1. **Call to Order:** Mayor John Maloney
2. **Introduction of Addendum Items:**
3. **Confirmation of Agenda:**
4. **Disclosures of Interest:**
5. **Review of Process by Facilitator:**
Cecil E. Vincent, Manager of Special Projects & Corporate Strategic Initiatives
6. **Public Delegations:**
7. **Community Groups Presentations:**
8. **Item(s) for Consideration:**

Notes	Item	Description / Recommendation
JDM BB RB AD FD YD DE BK JM	1.	<p>Chief Administrative Officer, Special Projects and Corporate Strategic Initiatives Division, Report No. 2018-59, Subject: Strategic Planning meetings April 20 and 21, 2018</p> <hr/> <p>That Chief Administrative Officer, Special Projects and Corporate Strategic Initiatives Division Report 2018-59 be received for information.</p> <p><u>Presentation:</u></p> <p>Cecil E. Vincent, Manager of Special Projects & Corporate Strategic Initiatives will be providing a PowerPoint presentation with regard to the above report.</p>

9. **Adjournment:**

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Report Number: 2018-59

Date: April 20, 2018

SUBJECT: Strategic Planning meetings April 20 and 21, 2018

1) PURPOSE

The purpose of this report is to provide City Council with a general outline of the topics and process to be followed at the Strategic Planning meeting approved for Friday, April 20 and Saturday, April 21, 2018.

2) HISTORY, BACKGROUND, COUNCIL POLICY, PRACTICES

Following the Council adoption of CAO Report 2016-191, a tentative date of late January 2017 was selected for a renewed Strategic Planning exercise to be facilitated by Manager of Special Projects and Corporate Strategic Initiatives, Mr. Cecil Vincent.

Two major initiatives were approved by City Council over the next 4 months resulting in a request from the Manager of Strategic Projects to ask for consideration of a delay in the start of the Strategic Review update process.

In November 2016, The Economic Development Advisory Committee, (EDAC) presented to Council an internally prepared report, which recommended a new Economic Development Strategy and a review of the City's corporate structure.

New Economic Development Strategy:

Council approved the undertaking of an Economic Development Strategy for the City. The project was budgeted for completion in 2017 and was undertaken in the fourth quarter of 2017 and completed in early 2018. A report for approval is expected to be presented to the April 23, 2018 Council meeting.

Delay of Council's Strategic Planning exercise was recommended in order that the results of the Economic Development Strategy could be included and considered.

Corporate Organizational Review:

As part of the 2017 Budget, City Council approved the hiring of a consultant to work with CAO Scott Luey to complete an organizational review to better position the City to deliver services. The consultant, "Strategycorp", completed the internal confidential report over the third quarter of 2017 and in September 2017 Council directed that the Chief Administrative Officer implement the recommendations contained therein. Delay of the Strategic Planning exercise was recommended until after the corporate structural

changes were substantially in place. As of February 2018, the organizational changes have been implemented.

3) STAFF COMMENTS AND DISCUSSIONS

The Manager of Strategic Projects intends to present for discussion the results of the Economic Development Strategy as well as a summary of the results of the interviews conducted with members of Council and senior staff. The questions posed in the interviews are below:

1. As a member of Council or senior staff, you bring a unique view to the services that the City of Port Colborne provides to its citizens and its visitors both seasonal, event based, and the facilities that the City maintains and, in some cases, operates directly. Are there specific concerns, changes in current operations/ownership that you would ask this planning process to highlight for further review and report on change options to Council?
2. Municipal government is the closest to the citizens that it services and as a member of Council or senior staff you are, without doubt, approached with many suggestions that the presenter believes need to be resolved and, if corrected, would be a benefit to the City as a whole. Can you provide any questions/suggestions that you would like to see included in the upcoming Strategic Planning session for discussion and possible forwarding to staff for additional study and action?
3. While most City services that are provided are the result of the Ontario Municipal Act, many communities also have involved themselves in non-mandated areas of concern to their citizens. The City of Port Colborne has been an active defender and advocate for several issues in the past and continues in a somewhat reduced form now such as saving locally provided hospital services and funding physician recruitment efforts to name two. Are there any issues services either that the City should review for its current level of involvement in or that we should possibly consider engaging more directly in?
4. Any other issue/item that you would like to see added to the Strategic Planning session. Any Ward specific issues?

A power point presentation with all responses from both Council and senior staff will be presented at the Strategic Planning Session and Council will be asked to provide direction to staff about priorities.

The process of strategic planning is a fluid process and must be able to adjust to new information and new challenges. It is expected that the decisions of Council at this new Strategic Planning exercise will be useful on a go forward basis to assist in the decision-

making and prioritization of the City's efforts and to continue to be reflective of its citizens' expectations of a well run and attentive community.

4) COMPLIANCE WITH STRATEGIC PLAN INITIATIVES

Continuous review and updating of the City's Strategic Plan is a central part of good governance and this upcoming session is in compliance with this initiative.

5) ATTACHMENTS

None.

6) RECOMMENDATION:

That Chief Administrative Officer, Special Projects and Corporate Strategic Initiatives Division Report 2018-59 be received for information.

8) SIGNATURES

Prepared on April 3, 2018 by:



Cecil E. Vincent
Manager of Special Projects
& Corporate strategic Initiatives

Reviewed and respectfully submitted by:



C. Scott Luey,
Chief Administrative Officer

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