



## Office of the CAO

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**Prepared for: Council-in-Committee**

**Report: CAO-11-2024**

**Meeting Date: August 12, 2024**

### 1. Title

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Council's 2023-2026 Corporate Strategic Plan Update and Unveiling of the Public Dashboard

### 2. Recommendations

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**That:** Council receives the 2023-2026 Corporate Strategic Plan Status update attached as Appendix 1.

### 3. Relation to Council's Corporate Strategic Plan

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Priority: This Report covers all of the Corporate Strategic Plan 2023-2026 goals and initiatives.

### 4. List of Stakeholders

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- Council and Town staff
- The entire community of Fort Erie
- Visitors to Fort Erie
- Potential new residents, business and industry

### 5. Purpose of Report

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The purpose of this report is to provide Council with a progress report outlining the implementation and status of the 2023-2026 Corporate Strategic Plan (CSP) and to unveil the new dashboard that will provide the public with progress updates as they occur.

### 6. Analysis

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Council realized the need to undertake a strategic planning process in order to collectively provide direction and focus over their four year term.

In March of 2023 the strategic planning process began. Led by the Manager of Strategic Initiatives, the process included six stages:

- Phase 1: Environmental Scan and review of initiatives outstanding from the previous Plan
- Phase 2: Detailed survey and one-on-one interviews with Council members undertaken by the CAO and Manager

- Phase 3: The Manager facilitated the planning process including workshops with Council, Directors and the CAO
- Phase 4: Development and presentation of the draft Strategic Priorities and Plan
- Phase 5: Community Consultation
- Phase 6: Final 2023-2026 Corporate Strategic Plan adopted by By-law

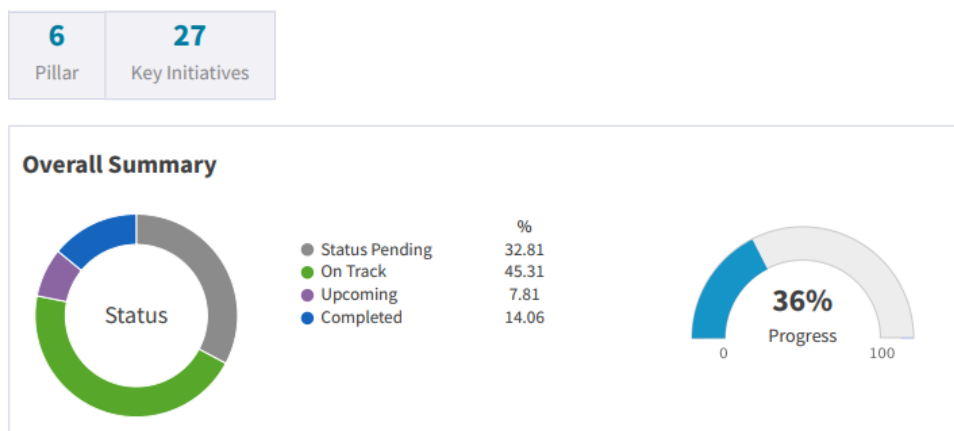
By-law 136-2023, adopting the 2023-2026 Corporate Strategic Plan, was passed by Council on September 18, 2023.

Staff continues to ensure that all reports highlight their relation to Council’s Strategic Plan priorities and objectives, where applicable.

Each Council member chose a key pillar to champion. Every two months, a Champions meeting is held with the Council representative, Mayor and key staff to provide updates and discuss next steps to ensure the Plan continues to move forward.

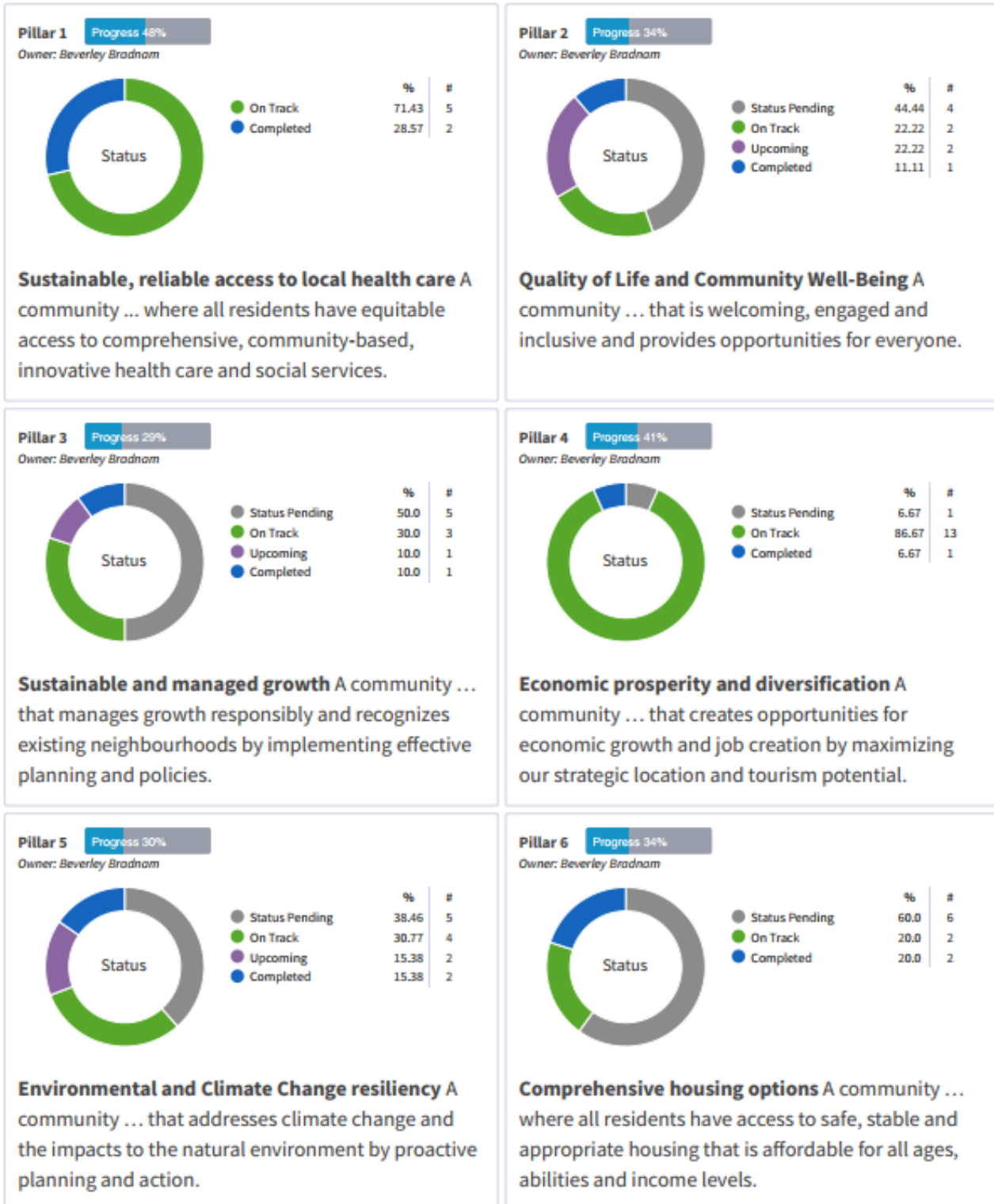
In the spring of 2024, a public dashboard was implemented that uses data, visualizations, scorecards and progress updates to help tell the CSP journey to our stakeholders. This dashboard will help build trust and manage expectations as we communicate progress for each key pillar and initiative of the Plan. A presentation will be provided at the Council meeting highlighting the dashboard. Similar dashboards have been used by the public sector to build trust and share progress. Working with the Manager of Communications and key staff, the dashboard is a dynamic tool that will showcase our achievements. The dashboard reflects at a high level and easy-to-understand language the progress of the Plan. The staff-led portion of the dashboard provides the ability to capture detailed notes and reports for easy access.

The public dashboard graphic below shows the current progress:



Report Legend Priority No Update Overdue

**Plan Summary**



Attached as Appendix 1 to the Report is a brief status update based on the Envisio Dashboard reporting to date.

## **7. Financial, Staffing and Accessibility (AODA) Implications**

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The Strategic Plan serves as the overarching direction for multi-year financial strategies and continues to drive annual budgets, work plans and staffs' individual goals and objectives. The Strategic Plan is included in the orientation of all new staff and has been incorporated into the performance management system for non-union and management staff and has become part of their annual review. The new public dashboard meets all AODA requirements.

## **8. Policies Affecting Proposal**

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By-law 136-2023 adopting the 2023-2026 Corporate Strategic Plan was passed by Council on September 18, 2023.

## **9. Comments from Departments, Community and Corporate Partners**

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The CAO and Department Directors have been engaged in the public dashboard development and populating updates as they occur. During the community consultation of the plan many community members signed up for updates and will receive a copy of this report and a link to the new public dashboard.

## **10. Alternatives**

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In past updates of Corporate Strategic Plans, the Manager would provide a handout highlighting key accomplishments for each Pillar and initiatives. With the introduction of the dashboard, the update is now in a digital format. If Council would still like to receive a handout to share with their constituents, one can be completed if requested.

## **11. Communicating Results**

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The public dashboard will be available on-line to members of the public and will be updated regularly. A media release will be issued to encourage the public to visit the dashboard for regular status updates.

## **12. Conclusion**

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Council worked together early in the term to create a Plan that would act as a guiding tool for Council, staff and the community when considering the allocation of resources, development and implementation of policies, projects and work plans. The introduction of a public dashboard adds another level of transparency to the public.

## **13. Report Approval**

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Prepared by:  
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Manager of Strategic Initiatives

Approved by:  
Chris McQueen, MBA  
Chief Administrative Officer

#### **14. Attachments**

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Appendix 1 – 2023-2026 Corporate Strategic Plan Status Update