



City of
Peterborough

To: Members of Committee of the Whole

From: Allan Seabrooke, Chief Administrative Officer

Meeting Date: June 20, 2016

**Subject: Report CAO16-007A
Shaping Our City for the Future Strategic Framework**

Purpose

A report to recommend the adoption of the Shaping Our City for the Future Strategic Framework for the City of Peterborough that will serve as Council's strategic framework for the remainder of the Council term.

Recommendations

That Council approve the recommendations outlined in Report CAO16-007A dated June 20, 2016, of the Chief Administrative Officer, as follows:

- a) That the "Shaping Our City for the Future Strategic Framework", as set out in Appendix A, be adopted as the City of Peterborough strategic priorities for the remainder of this term of Council.
- b) That the Shaping Our City for the Future Strategic Framework be reviewed in the first year of the next Council term.
- c) That a new capital project in the amount of \$75,000 be created and a RFP be issued to hire a consultant to develop a strong brand for the City with funds to be transferred from the 2016 Website Refresh Project.

Budget and Financial Implications

There are no budget or financial implications to adopting the “Shaping our City for the Future Strategic Framework”. However, budget and financial implications are contained within the various Council approved master/strategic plans referenced throughout this report. The Website Refresh project had a 2016 budget of \$200,000. The remaining budget will be \$125,000 after this transfer.

Background

Council, at its meeting of June 6, 2016, passed the following motion:

That items a), b) and c) of Report CAO16-007 be deferred to the June 20, 2016 Committee of the Whole meeting.

The purpose of the deferral was to provide an opportunity for staff input prior to bringing the Strategic Framework forward to Council for approval. Five separate meetings were held with staff at various City facilities involving approximately 230 staff. The feedback received from staff was positive and has now been incorporated into the attached Strategic Framework draft. The changes that have been made based on staff feedback are minor in nature and do not significantly impact the overall direction or content of the Framework that is now being submitted to Council for approval through this report.

Over the past several years, the City has commissioned or participated in a significant number of strategic planning initiatives that cover most, if not all, City program and service areas. Together, these strategic planning initiatives have involved a considerable amount of community consultation and public input, and have resulted in the creation of master/strategic plan documents that contain vision statements and strategic priorities for the particular business areas.

However, until now, there has not been an overarching strategic framework for the City. The Shaping Our City for the Future Strategic Framework (Appendix A) represents a consolidated model that brings together the various plans and strategic commitments into one overall strategic framework for the City. Shaping Our City for the Future is not about new City commitments or a shifting of strategic priorities; it is simply a new way of presenting the City’s existing Council approved priorities in a synthesized format.

Development of the Shaping Our Future Strategic Framework

To develop the Shaping Our Future Strategic Framework, staff completed a comprehensive review of the various master/strategic plans developed by or on behalf of the City over the last several years. The plans that were referenced, in alphabetical order, included:

- Central Area Master Plan (2009)
- Community Social Plan (2003)
- Comprehensive Transportation Plan (2012)
- Emergency Response Plan (2015)
- Flood Reduction Master Plan (2005)
- Greater Peterborough Area Community Sustainability Plan (2012)
- Housing and Homelessness Plan (2014)
- Housing Needs Analysis and Strategies (2003)
- Little Lake Master Plan (2010)
- Morrow Park Master Plan (2011)
- Municipal Cultural Plan (2012)
- Official Plan Draft (2016)
- Realizing a High-Performing Economy – Igniting the Transformation (2015)
- Strategic Downtown Parking Management Study (2007)
- Urban Forest Strategic Plan (2011)
- Vision 2010 (2007)
- Vision 2025 (2016)
- Waste Management Master Plan (2012)

Through this process, staff compiled a comprehensive listing of strategic priorities and commitments from the City's various master/strategic plans and began to identify common themes across the various strategic priorities. Staff also reviewed the strategic plans of more than 20 other municipalities to identify current trends and best practices in strategic priority setting and plan development processes.

In addition, staff completed a review of the Mayor/Councillor campaign priorities and of resident input gathered through the campaign process, Ward Town Hall meetings, and the Ward Participatory Budget meetings held earlier this year. The annual operating budgets and the Ten Year Capital Budget were also reviewed as part of the information gathering process.

Upon completion of the draft Strategic Framework, the Shaping Our City for the Future draft was shared with City Senior Management to ensure alignment with Department master/strategic plans. Individual meetings were also held with the Mayor and Councillors to obtain their feedback on the Shaping Our City for the Future Strategic Framework.

Benefits of a City-wide Strategic Framework

Currently, the strategic priorities of the City are set out in 18 separate master/strategic plan documents, which are managed and monitored independent of one another. Bringing the plans into one overall strategic framework facilitates City-wide decision-making, resource allocation, and better alignment and scheduling of priorities. The Shaping Our Future Strategic Framework provides a clear roadmap and enables

consistent understanding and commitment to that direction. In addition, to ensure focus and attention on our strategic priorities, City reports to Council, where applicable, will note under a heading of Alignment to Strategic Priorities which of the four themes apply to the content of the report.

The Shaping Our Future framework also helps to clarify the City's priorities for ratepayers, and facilitates accountability and transparency through improved coordination, monitoring, and reporting. It provides residents, businesses, community partners, and potential investors with a concise representation of the current and future direction of the City and the City's approach to ensuring effective governance and leadership.

Shaping Our City for the Future – Title, Inner Circle and Outer Ring

The Shaping Our City for the Future title was chosen to reflect that the strategic priorities contained in the Framework are long-term strategic commitments that will take time and careful planning to bring them to fruition. The Framework's four strategic themes serve as malleable beacons for where we want to head. The various strategic commitments under each theme form the building blocks that will help us to move in those directions, which together will ultimately influence the future of our City. The detail related to each theme's strategic commitments is contained within the City's various master/strategic plans of the City.

The inner circle of the Shaping Our City for the Future Strategic Framework contains a graphic depicting some of Peterborough's major landmarks and attractions. This is the graphic that was used as part of the Plan It Peterborough branding. The inner circle also contains a vision statement for the Strategic Framework: "Peterborough, a City of natural beauty, opportunity, and lasting impressions".

One of the strategic priorities identified under the Prosperous theme is the development of a strong City brand. This process would involve both staff and community consultation. Therefore, it is possible that components of the Shaping Our City for the Future Strategic Framework may be subject to some changes through the branding process.

The outer ring of the Strategic Framework, the Leadership/Governance Wheel, describes the City's commitment to effective leadership and governance and identifies the key values and standards that represent that commitment. The key values and standards include: Accountable, Collaborative, Compassionate, Innovative, Responsive, Progressive, and Transparent. The intent is that these key values and standards will need to surround the City's approach to each of the Strategic Themes and be imbedded in our approach to the various strategic commitments.

Shaping Our City for the Future Strategic Themes

The Shaping Our Future Strategic Framework presents four strategic themes within which the City's strategic priorities and commitments are presented in no particular order:

- Healthy and Connected
- Sustainable
- Vibrant
- Prosperous

The Shaping Our Future Strategic Framework's themes closely follow the five themes identified through the Official Plan Review – Plan It Peterborough: Complete Healthy Communities, Environmental Sustainability, Economic Strength, Unique and Vibrant Places and Spaces, and Connectivity and Mobility. The Plan It Peterborough themes have since become the main Guiding Principles of the Draft Official Plan with some modification. The Draft Official Plan Guiding Principles are: A Complete Community, A Sustainable Environment, A Unique and Vibrant Sense of Place, A Linked Community, and a Strong and Diverse Economy. The Draft Official Plan is currently available for public comment on the City's website.

Healthy and Connected

The theme of a healthy and connected city reflects two of the themes from the Official Plan Review: Complete Healthy Communities, and Connectivity and Mobility. These themes have also been captured in the Draft Official Plan 2016 as Guiding Principles of the Plan. In addition, the healthy and connected city themes are reflected throughout the Little Lake Master Plan, the Municipal Cultural Plan, the Sustainability Plan, the Urban Forest Strategic Plan, and are also key themes identified during the Vision 2025 consultation process.

The focus of the Healthy and Connected theme is on ensuring that Peterborough is a healthy, accessible, and welcoming city with safe and thriving neighbourhoods, an inclusive community design, and a strong focus on active living. The focus is also on planning our City to better connect people, places, and the natural environment in order to foster active, healthy lifestyles and to facilitate social inclusion. This includes ensuring appropriate intensification and the fostering of walkable, mixed-use neighbourhoods that provide a blend of housing, employment, entertainment, open space, and community services and infrastructure. It includes offering a diverse range of experiences, opportunities, infrastructure, and supports that are available and accessible to people of all ages, abilities, and backgrounds (e.g. housing, social supports, recreation/culture etc.). As well, it includes ensuring an efficient, multi-modal transportation system and an expanded trail system to facilitate reduced automobile reliance and to support safe and accessible active transportation within and between neighbourhoods.

“Peterborough will continue to grow and develop as a healthy, vibrant and inclusive community composed of balanced residential, employment, commercial, and recreational opportunities connected by an efficient transportation system.” Official Plan Draft (2016)

“We will be a community where everyone has the opportunity and support to achieve their physical, social, mental, emotional and spiritual potential.” – GPA Sustainability Plan (2012)

Sustainable

Sustainability was one of the five major themes identified through the Official Plan Review, and is one of the Guiding Principles in the Draft Official Plan. Sustainability was a priority consideration within the Municipal Cultural Plan which identified the creation of livable and sustainable municipalities as one of the three main goals of municipal cultural planning. Sustainability was also a top consideration in the Transportation Master Plan with its focus on active and sustainable modes of transportation, and related infrastructure and land use policies to support those modes.

The Sustainability strategic theme is about ensuring “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”. This definition was coined through the United Nations ‘Our Common Future’ report and is the definition upon which both the Draft Official Plan and the Greater Peterborough Area (GPA) Sustainability Plan rely.

The GPA Sustainability Plan focuses on three pillars of sustainability: Environment, Society and Culture, and Economy. These pillars and the related strategic commitments are reflected throughout the Shaping Our Future Framework, but are not all captured under the Sustainability theme. Instead, the commitment to sustainability is imbedded throughout the Framework as an important lens applied to all strategic priorities of the City. The pillar of economic sustainability, for example, is captured primarily under the Prosperity theme. The socio-cultural pillar of the Sustainability Plan is reflected mostly under the Vibrant and Healthy and Connected themes of the Shaping Our Future Framework.

Among the key priorities under the Sustainability theme are sustainable development and community design. This includes commitments such as proactively planning for growth; protecting natural areas and green spaces; sustainable infrastructure and servicing; and mixed use development that supports sustainable modes of transportation. Sustainable community design also includes commitments related to urban agriculture, and local food production and distribution to ensure that we can feed ourselves sustainably with local, healthy foods.

“We will feed ourselves sustainably with local, healthy foods.” – GPA Sustainability Plan (2012)

The Sustainability theme also encompasses commitments related to environmental stewardship; the preservation of healthy ecosystems and our urban forest; and protecting and improving the quality of our air and water. It includes a focus on the development of green industry and related employment opportunities. And, it includes commitments related to climate change, waste diversion, and the development of green energy.

“We will reduce our contributions to climate change while increasing our ability to adapt to climate change conditions.” – GPA Sustainability Plan (2012)

“We will minimize the amount of energy we use and maximize the production of local, dependable sources of renewable energy.” – GPA Sustainability Plan (2012)

Vibrant

The theme of a ‘unique and vibrant sense of place’ was one of the five major themes identified during the Official Plan Review and has been captured in the Draft Official Plan 2016 as one of the main Guiding Principles of the Plan. The vibrant community theme was also captured in the Central Area Master Plan, the Little Lake Master Plan, the Municipal Cultural Plan, the Greater Peterborough Area Sustainability Plan, the Urban Forest Strategic Plan, and as one of the top themes identified during the Vision 2025 consultation process.

The focus of the Vibrant City theme is on fostering a strong sense of place, the kind of place that people feel connected to whether as residents or visitors. Sense of place is about the combination of qualities and characteristics that provide meaning, make a place special and unique, and foster a sense of attachment and belonging for residents and visitors. Sense of place is really what sets one community apart from another and what translates into a City’s competitive advantage. It is the various visual, cultural, social, and environmental qualities that foster social connection, civic pride, and create emotional bonds between people and their community.

“The culture of a place is an important part of what distinguishes one community from another. It also plays a critical role in ensuring the sustainability and prosperity of a city, because culture is fundamental to creating quality of place, and quality of place is an indispensable success-factor in today’s economy.” – Municipal Cultural Plan (2012)

The focus of the Vibrant Theme is also on quality of life and creating a City that is full of vitality, variety, and a multitude of experiences and opportunities. This includes ensuring that Peterborough is a diverse and enriched community with inspiring neighbourhoods, a vibrant downtown, beautiful streets and gateways, high urban design standards, and an abundance of public spaces, parks, trails, and gathering spaces. This also includes ensuring that there is something available for everyone through a diverse offering of arts, culture, sports, and recreation opportunities, events, and facilities. It is also about

ensuring the protection of our cultural and natural heritage resources over the long term, and celebrating those resources.

“Heritage buildings and historic streetscapes in the downtown are powerful reminders of Peterborough’s past that continue to shape the city’s identity and reinforce its uniqueness.” Municipal Cultural Plan (2012)

“The natural heritage surrounding Peterborough is, therefore, a tremendous cultural, social, environmental, and economic asset to the city. This natural heritage asset should continue to be leveraged to help sustain Peterborough’s high quality of life. The natural heritage of Peterborough and the surrounding area should be celebrated, but also protected from encroaching development through careful planning and regulation.” Municipal Cultural Plan (2012)

Prosperous

The theme of economic prosperity was one of the five major themes identified through the City’s Official Plan Review, was one of the major drivers referenced throughout the Municipal Cultural Plan, and generally is one of the primary considerations identified throughout the other master/strategic plans of the City. For example, the City’s Comprehensive Transportation Plan identifies ‘economic vitality’ as one of four guiding transportation principles that set the context for the Plan. And the vision for the Greater Peterborough Area Sustainability Plan identifies economic prosperity as one of the three pillars of sustainability that must be achieved, the other two being environmental protection and social/cultural enhancement. Further, the theme of economic prosperity is a standard strategic pillar found in most municipalities’ strategic planning documents.

The focus of the Prosperous strategic theme is on ensuring that Peterborough has a viable and promising economic future, one in which there are jobs for our residents, local businesses are supported for growth, and investors see Peterborough as an attractive destination for investment. It is a future in which we are successful in attracting a talented and educated workforce and retaining youth within our community through world-class educational facilities and competitive employment opportunities.

The Prosperous Theme is about building a strong and robust economy through strategic investments and partnerships, innovative employment, continued growth of our creative economy, and support for our industrious manufacturing base. It is also about establishing a strong City brand that recognizes and promotes our unique strengths and assets, and showcases Peterborough as a regional centre for business, government, and education services. It is also about ensuring a resilient and sustainable economy that can weather through times of financial uncertainty. This includes ensuring sufficient economic diversification, preservation of employment lands, support to strengthen Peterborough’s regional hospital and post-secondary education facilities, and the optimization of infrastructure and other opportunities to build regional connectivity and strengthen the local and regional economies.

“Strong and diverse economies capitalize on existing community assets and are sustained by: strategic infrastructure investment; maintaining and protecting a sufficient land base for employment; developing and retaining a talented, creative labour force; fostering partnerships and economic diversification; and by enhancing quality of life.” - Official Plan Draft (2016)

Balancing Strategic Priorities

The Shaping Our City for the Future Strategic Framework offers a useful visual representation of the core strategic priorities of the City. It is a helpful tool to keep the priorities of the City in focus in a succinct, yet comprehensive manner.

There may be times when the strategic priorities appear to be contradictory or at odds with one another. The visual representation will be a useful tool for ensuring that there is a clear understanding of cross-priority issues and impacts. It will also facilitate a broader and more comprehensive approach to issue analysis, management, and decision-making.

Next Step – Branding

The next logical step in presenting a consolidated model is the development of a strong brand for the City. This was a key recommendation flowing out of the Official Plan Review consultation process, and is a foundational component of the Website Refresh project.

A strong City brand is a key competitive tool for showcasing our unique strengths and assets, and for positioning Peterborough as an attractive place in which to live, visit, or invest. Branding builds and ensures a positive and deliberate representation of the Peterborough ‘experience’, which includes as one component the creation of a consistent visual identity. Branding is the tool through which we are able to distinguish Peterborough from other cities and communicate that difference in a purposeful way in order to attract investors, entrepreneurs, visitors, students, and special events to our City.

The 2016 Approved Capital Budget included \$200,000 for the Website Refresh project. In mapping out the phases of the project, it became apparent that it is necessary to determine the City’s brand. The brand will influence not only the visual aspects of the website (such as colour schemes, fonts, icons and images) but also the overall character of the site and tone of the content. To proceed with the establishment of a City brand in 2016, it is recommended that a new capital project be established with funding in the amount of \$75,000 from the Website Refresh project. The 2017 Budget will include a request for the \$75,000 for the Website Refresh project to replace the amount transferred through this report.

Summary

The strategic priorities of the City are set out in 18 separate master/strategic plans of the City, which are managed and monitored independent of one another. The Shaping Our Future Strategic Framework brings the separate master/strategic plans of the City into one consolidated framework for the City.

The Shaping Our Future Strategic Framework presents four strategic themes within which the strategic priorities of the City are grouped. The strategic themes are: Prosperous, Sustainable, Vibrant, and Healthy and Connected. In addition to the strategic themes, the visual representation of the Strategic Framework presents an outer ring, the 'Leadership/Governance Wheel', which identifies the City's values and principles that will guide the City's leadership and governance approach to each of the strategic themes.

Submitted by,

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Appendix A – Shaping Our City for the Future Strategic Framework (revised)

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Shaping Our City for the Future

