



City of
Peterborough

To: Members of the General Committee

From: Jeff Leal, Mayor

Meeting Date: April 11, 2023

Subject: Strategic Plan for the City of Peterborough
Report COU23-003

Purpose

A report to recommend a Strategic Plan for the City of Peterborough.

Recommendation

That Council approve the recommendation outlined in Report COU23-003 dated April 11, 2023 as follows:

That City Council approve the Strategic Plan attached to Report COU23-003 as Appendix A.

Budget and Financial Implications

There are no budget or financial implications resulting from this report. The Strategic Plan will guide the future decisions and policies set by City Council and any specific budget and financial requirements will come forward to Council either through the annual budget process or a separate report to Council.

Background

City Council has never approved a specific Strategic Plan for the City of Peterborough. For a period of time, it had a Strategic Framework but has not documented the foundational Vision, Mission, Values and Strategic Pillars for the Corporation of the City of Peterborough. It is incumbent on this Council to develop a Strategic Plan that

includes these components and makes the bold statement of what we need to achieve as a municipal government and as a community. This document will guide the decisions of not only this Council, but Councils for years to come. While each successive Council may update or change the Strategic Plan as required due to changing factors or circumstances, the core elements can be expected to provide a core basis that can be built upon going forward.

The members of this Council were elected on October 24, 2022. During our campaign for our positions as elected officials, we all heard from our citizens what the priorities should be for the City of Peterborough. That feedback and members' own goals and aspirations have been combined into a Strategic Plan that I present to you tonight. Our journey in its production began on January 6th and 7th through our Mayoral Roundtable at Fleming College. This included discussion about our desired outcomes and expectations for this Council term and the future of Peterborough and the groundwork for our Strategic Plan. Conversations with each Councillor in the period after the Roundtable also helped to inform the recommended Strategic Plan.

It is a starting point for our community to map out where our City will be by year 2050 and this term of Council is just the beginning.

Submitted by,

Jeff Leal
Mayor

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Attachment – Appendix A – City of Peterborough Strategic Plan

Appendix A – Report COU23-003

City of Peterborough - Strategic Plan 2023-2050

Introduction

The City of Peterborough’s Mayor and Members of Council are very excited and proud to present the 2023-2050 City of Peterborough Strategic Plan. This plan represents what we all heard on the campaign trail and continue to hear and includes the priorities and passion from all of us elected to serve for the next four years. The development of this Strategic Plan was a collaborative process whereby we discussed the issues and opportunities facing Peterborough and collectively agreed to the plan and priorities. This plan sets the administrative direction necessary for the City services delivery to become more resilient and responsive against a backdrop of limited resources, an ongoing global pandemic, growing socioeconomic inequality, and the growing need to become more sustainable in response to climate change.

This document identifies the vision, mission, values, and strategic priorities pillars of the City of Peterborough, which in turn, will lay the foundation for the development of business and work plans for City departments. The Strategic Plan will be reviewed regularly during current and future Council term(s) to assess progress and adjust as necessary. As strategic priorities move to an operational level, and are accomplished, Council will review and renew the priorities on a regular basis. This living document provides a clear roadmap, focusing resources and energies on priority projects and initiatives that benefit the people who live, work, play, visit and invest in our City. It is a framework for critical decision making and sets the direction for our future and outlines where we need to change today to realize our vision for PETERBOROUGH, a City where everyone will have the ability to grow and succeed.

If you have any comments or questions, please email us at COP_Councillors@peterborough.ca

Our Vision

PETERBOROUGH2050: Build a **Future-Ready City** with a forward-looking, contemporary community, thriving in creativity and a modern economy. The Peterborough of tomorrow will be bold, innovative, progressive, caring, vibrant, inclusive, prosperous, and sustainable, a place that respects its past, heritage, culture, and readily embraces its future with excitement and renewed vigor. Leading **Today for Tomorrow** will ensure our City’s fair share of respect and economic growth, locally as well as globally.

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Our Mission

The Corporation of the City of Peterborough is committed to deliver proactive, effective, and efficient service delivery through a collaborative, engaged, and value-driven organizational culture to Peterborough’s growing and diverse community.

Our Values


Trust & Integrity: We will deliver exceptional public service by doing the right things, with personal accountability, transparency, consistency, and respect. We will work together and lead by example by taking on important community issues and instilling confidence in our governance.


Engagement & Openness: We will proactively collaborate to engage the community on a regular basis, welcoming new ideas and perspectives, embracing creativity, diversity, equity, and inclusion.

Compassion & Teamwork: We value and care about the needs of our Community and Organization (residents, businesses, and employees). We will inspire authentic leadership with a sense of belonging at all levels, empowered to push forward the contributions that will transform our community. We collaborate across departments to achieve our goals. We work in partnership with our community. We are **ONE COMMUNITY TOGETHER, ONE TEAM**, with a common purpose.


Strategic Priority Pillars


The Strategic Plan encompasses four (4) strategic priority pillars, which will act as guiding beacons to achieve our **PETERBOROUGH2050** Vision. These four pillars (not in any particular order) are:

 **GROWTH & ECONOMIC DEVELOPMENT:** Leadership in effective and sustainable growth that supports Peterborough’s current as well as future economic, physical, and social needs. Proactively supporting and encouraging business development to boost the local economy, provide new work opportunities, and improve the quality of life for the entire community. Facilitate diversified economic growth through innovative and sustainable policies, practices, and partnerships.

 **INFRASTRUCTURE:** Invest in building, improving, and maintaining quality infrastructure (horizontal, vertical and underground) to meet the current and future growth needs of the City. Ensure that the City's built infrastructure always stays in a state of good repair to attract quality people and businesses.

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 **COMMUNITY & WELLBEING:** Foster community resiliency, neighbourhood identity, civic pride, sense of belonging, and intercultural harmony. Enhance and protect the health, safety, and wellbeing of all in our City. Provide robust, affordable, and accessible sport, recreation, wellness, and social programs for people of all ages and abilities.

 **GOVERNANCE & FISCAL SUSTAINABILITY:** Accountable, transparent, ethical, and responsible Corporate Governance and Financial Management that supports the needs of the community into the future. Proactively advocating for Peterborough's interests by working with other levels of government and optimizing strategic opportunities as they arise for the benefit of our City.

Growth & Economic Development

Strategic Priorities under this Pillar are:

- Create a balanced property tax base by:
 - Proactively exploring all the available options for securing and enhancing competitive employment lands.
 - Economic development focus that supports existing businesses and facilitates the retention, expansion, and attraction of new business.
- Implement **Plan & Build Peterborough** initiative - an effective, efficient, and dedicated service delivery process, whereby staff proactively work with development proponents for timely approval of development applications.
- Plan for mid-density and high-density, mixed-use neighborhoods to make the most efficient use of land and municipal services and provide affordable options for residents.
- Establish area-specific plans for the redevelopment of key sites in the City to promote strong, compatible, connected neighborhoods that enhance the quality of life and encourage greater infill.
- Review and renew how we manage the Economic Development of our City.
- Position the City as **Destination of Choice** for claiming its fair share of innovative business and people in Ontario.
- Engage community and businesses to review and update the **Central Area Master Plan** to encourage more activity in the downtown.
- Secure and consolidate more learning institutions in Peterborough and increased education and youth opportunities.
- Develop the marketing plan to position Peterborough Airport as a vibrant aviation hub for the region.
- Ensure the Airport becomes a Regional Airport within the City boundary.

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Infrastructure

Strategic Priorities under this Pillar are:

- Develop and implement robust long-term capital planning forecasts and budget planning to ensure municipal infrastructure (Horizontal, Vertical, and Underground Assets) remain in a state of good repair.
- Invest in infrastructure to ensure that it meets the future needs of our growing City.
- Continue to invest in lower carbon footprint initiatives which support the City's unique biodiversity to ensure the sustainability of our future.

Community & Wellbeing

Strategic Priorities under this Pillar are:

- Work proactively with provincial and federal governments to explore all options and seize opportunities to provide housing support for people experiencing homelessness, and to respond to mental health challenges, addictions, and the need for family physicians.
- Encourage our neighborhoods to be safe, diverse, accessible, and affordable across all ages, incomes, and abilities.
- Work proactively with local community partners to find an amicable workable solution towards reducing homelessness, mental health, and addiction issues within our community.
- Support opportunities for multi-modal transportation including walking, cycling and Transit services.
- Ensure City's Transit system / network supports effective movement of people, which is cost effective, efficient, and works for all.
- Promote and enforce traffic safety on city roads.
- Plan and implement **Service Peterborough**, centralized one-stop shop customer service delivery for the residents.
- Enhance the natural, recreational, sports, art, and cultural aspects of our community.
- Demonstrate strong leadership in environmental stewardship by proactively addressing issues and challenges of climate change and the environment.

Governance & Fiscal Sustainability

Strategic Priorities under this Pillar are:

- Pursue service excellence in governance to support long-term fiscal sustainability of the city while respecting the impact of decisions on taxpayers.
- Support review / update of City's By-laws to make them effective and efficient, meeting the needs of our growing City.

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- Support a culture of continuous improvement, safety, and innovation to enhance cost effective delivery of City programs and services.
- Continue the work to strengthen our relationships with the provincial / federal government, and our regional partners to make these relations more productive, collaborative, and complementary.
- Develop and implement a robust and effective community engagement and communication plan to ensure our community is well informed and proactively engage in conversations and decisions that shape our community's future.
- Continue to leverage user fees that are competitive and market-balanced to reduce service subsidies through the tax base.
- Explore increased sponsorships, and partnerships utilizing municipal assets and existing service provisions to provide alternative non property tax revenue opportunities.

Foundation Of Our Future

Community Engagement - Employee Engagement - Benchmarking - Data Management - KPIs



Realign Strategic Plan