
TO: MAYOR AND COUNCIL**DATE:** 2017 Oct 11**FROM:** CITY MANAGER**SUBJECT: CORPORATE STRATEGIC PLAN****PURPOSE:** To present the Corporate Strategic Plan to Council for consideration and approval.

RECOMMENDATION:

1. **THAT** Council approve the Corporate Strategic Plan as outlined in this report.

REPORT**1.0 INTRODUCTION**

Over the past 125 years, the City of Burnaby has built a vibrant community for its citizens and businesses while preserving 25% of the City land as parks and green space. The robust infrastructure and efficient service delivery models built by the City have also been regarded by many as a tradition of excellence. In recent years, Council has established further a series of forward-looking plans and adopted the Economic Development Strategy, Social Sustainability Strategy and Environmental Sustainability Strategy which have become the foundation and guiding light for City plans and services.

Building on past success, the City continues to move forward towards its goal of sustaining an open and progressive world class community that is inclusive, safe and thriving for its citizens and businesses. In the past 6 months, staff have worked on a corporate strategic plan, in consultation with Council, to capture the vision, values and goals that have been guiding our work and service delivery; and to enhance and refine our goals for the future. The plan is now complete and the report is presented herein for Council's review and approval. The specific goals outlined in the strategic plan will serve as the bedrock principles for future service and program priorities to meet the evolving needs of our community.

A copy of the strategic plan document is provided to Council under separate cover.

2.0 CORPORATE STRATEGIC PLAN

As described earlier, the strategic plan is founded upon existing City policies, Official Community Plan and the City's trilogy of sustainability strategies developed in consultation with citizens, businesses and not-for-profit organizations. The strategic plan presented here before Council sets out our vision, core values and goals for the City. The plan is built by staff and Council and will be used by staff and Council for all future City programs and services.

A summary of the key elements of the strategic plan is provided below:

Our Vision: A world-class city committed to creating and sustaining the best quality of life for our entire community.

Burnaby is rich with corporate talents, natural beauty and innovative minds. Burnaby is proud of its accomplishments – healthy economic development, well protected natural environment, a diverse and inclusive community, and forward looking financial sustainability plan. Our vision is not just keeping Burnaby a great city to work, live and learn, but leveraging its attributes for the betterment of all citizens and a brighter future for the City.

Our Core Values: We embrace *community, integrity, respect, innovation and passion* as our core values and principles that guide our actions and decisions.

There are many other core values that are just as important as the ones identified in our strategic plan. We believe these essential and foundational core values, chosen for our plan, best support the City's vision and provide an integrated focus to guide our service delivery and work to fulfill our goals.

Our Goals: There are six goals to help us prioritize our plans, programs, and services. They are:

- *A Safe Community;*
- *A Connected Community;*
- *An Inclusive Community;*
- *A Healthy Community;*
- *A Dynamic Community; and,*
- *A Thriving Organization.*

The goals provide the framework for future City strategies and long range plans while leveraging existing plans, developed and supported by Council in consultation with our community.

Under each goal are more specific objectives and outcomes that will be used to help the development of more detailed initiatives, action plans and projects. These specific objectives are:

Goal 1 – A Safe Community

- Crime prevention and reduction
- Emergency preparedness
- Emergency services
- Transportation safety
- Community amenity safety

Goal 2 – A Connected Community

- Digital connection
- Social connection
- Partnership
- Geographic connection

Goal 3 – An Inclusive Community

- Celebrate diversity
- Serve a diverse community
- Enhance City workforce diversity
- Create a sense of community

Goal 4 – A Healthy Community

- Healthy life
- Healthy environment
- Lifelong learning
- Community involvement

Goal 5 – A Dynamic Community

- Economic opportunity
- Community development
- City facilities and infrastructure

Goal 6 – A Thriving Organization

- Organization culture
 - Financial viability
 - Human resources
 - Communication
 - Reliable services, technology and information
 - Technology and innovation
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The above objectives will be used to guide the development of future plans, service enhancement and capital projects such as the South Burnaby Ice Arena, Central Park Perimeter Trail – Phase 2, Burnaby Transportation Plan, Road and Accessibility Improvements, Affordable Housing, Child Care Facilities, Public Arts, Fibre Network, Digital Solution, Laurel Street Operations Centre, Flood Protection, Habitat Restoration, Town Centre Community Centres, Performance Centre, Staff Recruitment, Leadership and Other In-house Trainings, and many other staff and Council initiatives.

We look forward to continuing our work with Council, citizens and businesses of Burnaby and other organizations to achieve the above noted objectives.

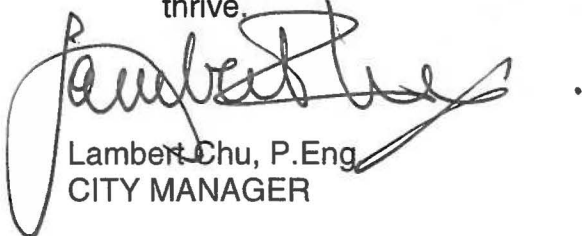
3.0 NEXT STEPS

Subject to Council approval of this report, we would begin the formulation of a communication plan to share and distribute the strategic plan and its key messages to staff, the general public and businesses. The vision, core values and goals outlined in the strategic plan will be communicated to all staff to work together to achieve the goals of the City. In early 2018, we will report back to Council to provide an update on the communication process and the outcome.

We would also commence implementation of the strategic plan for all future studies, programs and projects. Specific initiatives will be brought forward directly to Committees/Council for consideration or through the annual budget discussion process. Annually, we will report out in the annual Financial Plan on the progress of the implementation of the strategic plan and achievements.

4.0 SUMMARY

Over the past 125 years, Burnaby has built a vibrant community for its citizens and established itself as a forward looking city with its trilogy of sustainability strategies and progressive policies adopted by Council. The strategic plan presented in this report is the collaborative effort of Council and staff. This plan will be used by staff to lay out the framework for future programs and services and to maximize the City's safety, connectivity, inclusivity, financial strength and overall health to ensure that Burnaby and its citizens and businesses continue to thrive.



Lambert Chu, P.Eng
CITY MANAGER

LSC:
Attachment (1 – provided separately)