



STAFF REPORT ACTION REQUIRED

Advancing Council's Strategic Plan -- Strategic Actions for 2013 - 2018

Date:	September 10, 2013
To:	Executive Committee
From:	City Manager
Wards:	All

SUMMARY

Council's Strategic Plan

City Council adopted a Strategic Plan (Appendix A) in 2002 that set out a vision and mission for the City, 20 goals for City quality of life across five broad themes and established 19 directions to guide City programs, services and initiatives. Fiscal principles were approved in 2005 with the adoption of the Long Term Fiscal Plan to guide service planning, budgeting and to respond to the City's ongoing financial pressures.

The City of Toronto has made major strides achieving most of the 19 directions from 2002, setting a foundation for the new city. Council's key achievements (Appendix B) include the adoption of the amalgamated City's first Official Plan in 2006, the implementation of economic growth and culture plans, targeted neighbourhood investment and revitalization, new programs and policies that support environmental sustainability, an updated Council decision-making structure to reflect the new powers from the *City of Toronto Act* (2006), the establishment of four Accountability Officers and an enhanced fiscal position for the City with a focus on capital and long term planning.

Strategic Actions for 2013 to 2018

It is time to update the original 19 directions to meet the growth of the City and build on this foundation. In 2012, the City Manager initiated a planning process to develop strategic actions to replace the original 19 direction that continue to advance Council's vision, mission and goals. Through the City Manager's process, 26 Strategic Actions (Appendix C) were developed that complement City initiatives and programs and advance Council's goals over the next 5 years. During the development process, it was recognized that goals relating to the themes of city building, economic vitality, environmental sustainability, social development, good governance and fiscal sustainability are interconnected and interdependent and that collaboration is essential

to achieving Council's vision and mission. Each Strategic Action therefore addresses multiple themes and goals and requires the effort of the whole organization or multiple City Divisions to achieve.

Many Strategic Actions include policies or plans that have already been approved by City Council and are currently being implemented while others are anticipated to come forward for Council approval in 2014 and future years. This report recommends that City Council affirm the 26 Strategic Actions for 2013 to 2018 for use in the City's service planning, multi-year budgeting and performance planning processes.

The City Manager, Deputy City Managers, City Clerk and City Solicitor will oversee the implementation of the Strategic Actions. Leads will be assigned to ensure clear accountability. The assigned senior City official will be responsible to lead the implementation of the strategic action including facilitating cross-corporate coordination and collaboration with other divisions as required. They will also be responsible for ensuring indicators are established and targets set, and for providing regular data collection and reporting. A progress report will be published twice per Council term and will provide an overall summary for the implementation of the Strategic Actions measured against the indicators.

Updating Council's Strategic Plan

While the Strategic Actions for 2013 to 2018 continue to address the goals set out in Council's Strategic Plan, the City has grown and changed significantly over the last decade. The City Manager is of the view that it is appropriate and timely for a broader review of Council's Strategic Plan to be initiated early in the next Council term. Strategic plans typically have a ten to fifteen year time horizon and that time horizon is coming to an end. Strategic Actions should also be reviewed and updated every term of City Council to ensure they remain relevant to advance Council's vision, mission and goals.

Reviewing and updating the Strategic Plan, including the vision, mission and goals, requires broad consultation with the public and key stakeholders. This report recommends that the City Manager bring forward a process to review and update Council's Strategic Plan in 2015 for Council's consideration that will enable the City to develop Strategic Actions beyond 2018 that reflect an updated vision, mission and goals for Toronto.

RECOMMENDATIONS

The City Manager recommends that:

1. City Council affirm the City Manager's 26 Strategic Actions (Appendix C) to guide the Toronto Public Service from 2014 and beyond in the City's service planning, multi-year budgeting and performance planning process; and
2. City Council request the City Manager to bring forward a process that includes a broad engagement strategy to update Council's Strategic Plan and its vision, mission and goals for Council's consideration in 2015.

Financial Impact

Council's Strategic Plan includes fiscal principles established by Council when it adopted the City's Long Term Fiscal Plan. For the purpose of developing Strategic Actions, two goals related to Fiscal Sustainability were developed: (1) Provide stewardship of City resources and assets through sound financial planning, and (2) Establish sustainable financing mechanisms.

Four Strategic Actions were then developed to advance these two goals:

- An update to the Long Term Fiscal Plan;
- Improved Service and Financial Planning;
- Ensuring a State of Good Repair for the City's infrastructure; and
- A plan to finance the City's Growth.

Financial impacts associated with the implementation of the Strategic Actions will be brought forward as part of the annual budget process if required. The achievement of the Strategic Actions will be accomplished through existing resources wherever possible.

The Deputy City Manager and Chief Financial Officer has reviewed this report and agrees with the financial impact information.

Equity Statement

Council's Strategic Plan includes the following two goals related to Access, Equity and Diversity:

- Diversity – Diversity is recognized, accepted and promoted as a core strength; and
- Equitable Access – Resources and opportunities are available to respond to the unique needs of different communities.

For the purpose of developing Strategic Actions, these two goals were integrated and the language strengthened so that it now reads, “Toronto’s diversity is promoted and celebrated, and resources and opportunities are available to respond to the unique needs of different communities”.

Two specific Strategic Actions were developed to advance this goal. Strategic Action #17 under the theme of Good Governance focuses on strengthening the City's internal capacity to serve Toronto's diversity through training, tools and capacity building within the Toronto Public Service. Strategic Action #11 focuses on advancing Toronto's motto, Diversity Our Strength by ensuring diversity is integrated into all aspects of City business.

Access, equity and diversity were considered throughout the development process and are reflected across many of the 26 Strategic Actions.

DECISION HISTORY

Between 1999 and 2001, the City of Toronto undertook a strategic planning process to identify a mission, vision, goals and directions for the newly amalgamated city. The process included consultation with members of City Council, the public and stakeholders and, with its conclusion, City Council adopted over a three-year period:

- A vision and mission for Toronto;
- 20 goals to achieve quality of life in Toronto across the themes of city building, economic vitality, environmental sustainability, social development and good governance;
- 19 directions to guide City programs and services; and
- Fiscal principles to guide service planning, budgeting and to respond to ongoing financial pressures.

The City's Vision is:

- Toronto is a caring and friendly city;
- Toronto is a clean, green and sustainable city;
- Toronto is a dynamic city; and
- Toronto invests in quality of life.

The City's Mission is to champion the economic, social and environmental vitality of Toronto.

Council's Strategic Plan can be found at: http://www.toronto.ca/strategic_plan/overview.htm and is attached as Appendix A.

Council adopted Vision, Mission and Goals in 1999:

<http://www.toronto.ca/legdocs/1999/agendas/council/cc/cc991123/cofa.htm>

Council adopted City Directions in 2000:

<http://www.toronto.ca/legdocs/2000/agendas/council/cc/cc000801/cofa.pdf>

<http://www.toronto.ca/legdocs/2000/minutes/committees/pf/pf000720.pdf>

Council adopted Fiscal Principles in 2001:

<http://www.toronto.ca/legdocs/2001/agendas/council/cc011204/cofa.pdf>

<http://www.toronto.ca/legdocs/2001/agendas/committees/pof/pof011122/agenda.pdf>

<http://www.toronto.ca/legdocs/2001/minutes/committees/pof/pof011122.pdf>

Council adopted updated Fiscal Principles in 2005:

<http://www.toronto.ca/legdocs/2005/agendas/council/cc050412/cofa.pdf>

http://www.toronto.ca/finance/pdf/long_term_fiscal_plan.pdf

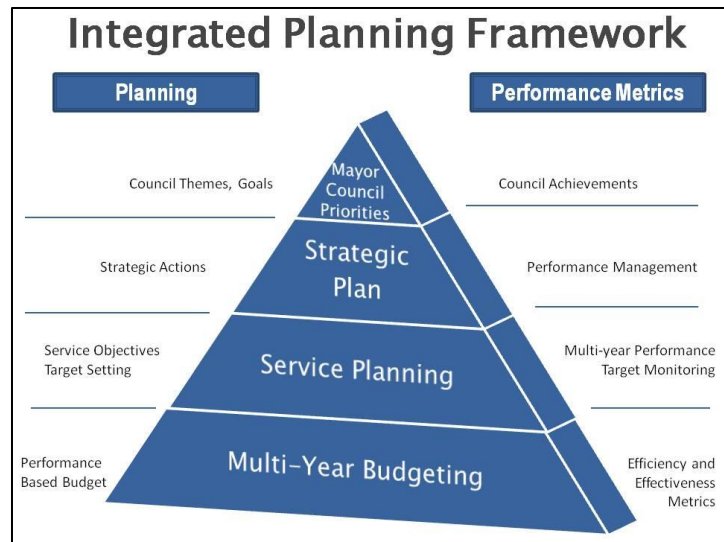
ISSUE BACKGROUND

A strategic plan is a leadership document that sets out a long term vision and directions for an organization. It articulates an organization's vision, mission and goals and establishes plans and actions to advance these goals.

The **vision** for an organization is an articulation of a desired future state. The **mission** sets the purpose of the organization and how it will achieve its vision. The **goals** are the specific objectives shared across the organization to advance towards the desired future state. A strategic plan answers important questions for an organization about where they are going and why; and sets timelines and actions to get there.

The City of Toronto employs an Integrated Planning and Performance Framework that connects Council's goals to service objectives and multi-year budgeting. Service planning can include business or sectoral plans that advance multiple goals.

The Integrated Planning Framework enables the City to take a multi-year view to guide the budget process. At each planning stage, performance measures and targets are set to ensure that multi-year budgeting meets the goals and directions set by Council.



COMMENTS

1. Council Strategic Achievements 2002-2012

Toronto is considered one of the most diverse, liveable and competitive cities in the world and consistently ranks highly in international and national studies of metropolitan areas. The city, with 87,000 businesses, is the major economic engine of the country; and both the political capital of the Province of Ontario and the corporate capital of Canada. As well, it is the major centre for culture, entertainment and finance in the country. The city is home to more nationally- and internationally-ranked companies than any other city in Canada and has one of the most diverse populations in the world.

Toronto has made great strides to advance the vision, mission and goals for Toronto and achieve outcomes against the 19 directions. Over the last ten years, Council has made several key achievements under each strategic theme.

City Building

- Invested in Toronto's physical and social infrastructure to ensure the City's continued quality of life through the implementation of an Official Plan approved in 2006, waterfront revitalization, new transit and transportation infrastructure and improvements to the public realm.

Economic Vitality

- Diversified Toronto's employment base, supported the development of skilled employment and advanced Toronto as a competitive, affordable and vibrant City to live, work and play through the implementation of economic growth plans, support to key employment sectors such as the film and television industry and undertaking a significant integration of employment and social services.

Environmental Sustainability

- Worked towards achieving an environmental balance and building Toronto's environmental leadership by reducing emissions from City buildings and vehicles, increasing solid waste diversion, managing water and wastewater and investing in green infrastructure.

Social Development

- Promoted and championed social equity, social well-being and citizen engagement – important determinants of healthy communities - through place-based investments, neighbourhood revitalization, the development of the Early and Middle Years plans, Recreation and Parks Plans, Housing Opportunities Plan and targeted strategies for diverse populations such as newcomers and seniors.

Good Governance

- Implemented and adopted a number of key policies and initiatives to support access, equity, diversity and human rights including a Vision Statement on Access, Equity and Diversity, Statement of Commitment to Aboriginal Communities and Commitment to Creating an Accessible City. Also implemented policies and systems that support open, transparent and accountable government and decision-making including the establishment of the offices of four accountability officers, the launch of the online portal Toronto Meeting Management Information System and regular reports on Performance Measurement and Benchmarking.

Fiscal Sustainability

- Improved Toronto's financial position and stability, consistently achieving a double AA credit rating and an AA+ rating by Moody's through the implementation of Council's Long Term Fiscal Plan and a more integrated approach to service, financial and capital planning.

A summary of Council's key achievements from 2002 to 2012 is attached as Appendix B.

2. 2013 Review of the Strategic Plan

Council established a Strategic Plan which includes a long-term vision for Toronto as a dynamic, caring, friendly and sustainable city. Yet, like many other cities, Toronto faces some key challenges. New investments are required to sustain Toronto's high quality of life into the future and continue to advance Council's vision for a great city.

Given Council's achievements over the past 10 years, the City Manager identified a need in 2012 to review the Strategic Plan and update the 19 directions that guide City programs and services. A planning process was initiated by the City Manager to review the Strategic Plan and develop strategic actions to refresh the original 19 directions. At the beginning of the planning process, the City Manager, Deputy City Manager, City Clerk and City Solicitor reviewed the City's vision, mission and goals and confirmed them as enduring. Some minor revisions to the themes and goals were identified for the purposes of developing strategic actions including:

- Incorporating the fiscal principles approved by City Council as a strategic theme called Fiscal Sustainability and establishing two related goals;
- Renaming the goal Organizational Sustainability to Organizational Excellence;
- Updating the description for Smart Urban Growth so that it now reads "Toronto's urban form is well planned with efficient, accessible and integrated City services and transportation systems"; and
- Combining and strengthening the Diversity and Equitable Access goals.

The themes and goals were used throughout the planning process to identify concrete strategic actions for implementation between 2013 – 2018 that continue to advance the vision and mission established in Council's Strategic Plan.

Staff were engaged from across the organization to identify, develop and refine the Strategic Actions. The development process included:

- Sessions with the City's Senior Management Teams to undertake an environmental scan and develop and refine strategic actions;
- Development and refinement of strategic actions with input from staff from across the organization; and
- Validation of strategic actions and input into implementation by the Extended Senior Management Team.

3. Strategic Actions for 2013 to 2018

Twenty-six Strategic Actions were developed across the six themes of the Strategic Plan to meet Council priorities and advance Council's goals. Twelve of the Strategic Actions focus primarily on goals related to City Building, Economic Vitality, Environmental Sustainability and Social Development. Fourteen of the Strategic Actions focus on the goals related to Good Governance

and Fiscal Sustainability to ensure the continued capacity of the Toronto Public Service to serve Council and the public now and into the future.

A list of the goals arranged by theme is provided in the following chart. Throughout the development of the 26 Strategic Actions, it was recognized that these themes and goals are interconnected and interdependent and that collaboration is essential to successfully achieving Council's goals. Thus each Strategic Action addresses multiple themes and goals and involves the efforts of the whole organization or several City Divisions to realize.

Themes	City Building	Economic Vitality	Environmental Sustainability	Social Development	Good Governance	Fiscal Sustainability
Goals	Infrastructure for a Successful City	People	Environmental Awareness	Community Capacity	Civic Participation	Stewardship of City Resources and Assets
	Service Excellence	Generating Employment	Environmental Sustainability	Well-being	Organizational Excellence	Sustainable Financial Mechanisms
	Smart Urban Growth	Dynamic Economic Base	Environmental Health	Access, Equity and Diversity	Intergovernmental Affairs	
	Quality of Place	International Image		Safe City	International Relations	

Many of the Strategic Actions include policies and plans that have recently been approved by City Council and are currently in implementation; other policies and plans are anticipated for Council approval in 2014 and future years.

This report recommends that City Council affirm the Strategic Actions for 2013 to 2018 for use in the City's service planning, multi-year budgeting and performance planning processes. The Strategic Actions for 2013 to 2018 (Appendix C) are summarized below.

City Building

Strategic Action #1 - Implement Smart Urban Growth Strategies (Page 9 in Appendix C)

- This Strategic Action involves a review of the Official Plan, to come forward to Council in 2014, to ensure an effective growth management strategy for the City. The strategic action will also provide planning direction for the City's employment lands to support job growth and facilitate heritage conservation.

Strategic Action #2 - Invest in Culture (Page 10 in Appendix C)

- This Strategic Action involves the continued implementation of Council's culture plan, Creative Capital Gains, approved by Council in 2011. The plan ensures the city has

affordable, sustainable and diverse cultural spaces and supports all citizens to have access to and the opportunity for cultural participation.

Strategic Action #3 - Develop a Long Term Transportation Plan and Policies (Page 11 in Appendix C)

- This Strategic Action involves the development of a long term transportation plan and policies that will guide Toronto's future transportation policies. The plan will be developed in conjunction with the review of the Official Plan and will come forward to Council in 2014.

Economic Vitality

Strategic Action #4 - Increase Employment Opportunities (Page 13 in Appendix C)

- This Strategic Action involves the continued implementation of the Workforce Development Strategy, approved by Council in 2012. The plan aligns with the Toronto Strong Neighbourhoods Strategy 2020 and economic growth plan to ensure the City's employment and employer services support economic growth and reduce social support costs to the City.

Strategic Action #5 - Accelerate Economic Growth (Page 14 in Appendix C)

- This Strategic Action involves the continued implementation of the economic growth plan, *Collaborating for Competitiveness*, approved by Council in 2013. The plan will create a more attractive business climate to encourage business growth and investment, foster job creation and improve the City's finances.

Environmental Sustainability

Strategic Action #6 - Support Environmental Sustainability (Page 16 in Appendix C)

- This Strategic Action involves the development of an Environmental Sustainability Framework to advance the City's corporate and divisional environment and energy objectives. This will be done by integrating policies and plans across City divisions and agencies and by developing key partnerships to leverage shared goals and objectives.

Strategic Action #7 - Develop a Long Term Solid Waste Management Strategy (Page 17 in Appendix C)

- This Strategic Action continues the development of a Long Term Solid Waste Management Strategy, as directed by Council in early 2013, to ensure landfill lifespan is maximized and sustainability objectives are met. Reports to Council on the development process began in 2013 and will continue until 2015.

Social Development

Strategic Action #8 - Support Affordable Housing (Page 19 in Appendix C)

- This Strategic Action involves the continued implementation of the 10-year Housing Opportunities Toronto plan, approved by Council in 2010, to ensure a range of affordable housing options are accessible to residents. It also focuses on generating jobs by creating and

upgrading rental and ownership housing and supports environmental and economic objectives through the implementation of the Tower Renewal plan.

Strategic Action #9 - Strengthen Neighbourhoods (Page 20 in Appendix C)

- This Strategic Action involves the continued implementation of the Toronto Strong Neighbourhoods Strategy which was initially developed in 2005 and renewed by Council in 2012. A review of community-based infrastructure and greater integration with Strategic Actions focused on Economic Vitality and City Building are keys to achieving the social wellbeing outcomes that are the focus of this strategy.

Strategic Action #10 – Enhance the City's Quality of Life (Page 21 in Appendix C)

- This Strategic Action supports the collective health and quality of life, with a focus on our most vulnerable residents through the renewal of Council's Social Development Strategy to be come forward to Council in 2015. It also integrates the development of a Youth Outcomes Framework and continues the implementation of the Toronto Newcomer Strategy and Seniors Strategy, both approved by Council in 2013.

Strategic Action #11 – Advance Toronto's Motto 'Diversity our Strength' (Page 22 in Appendix C)

- This Strategic Action continues to ensure Toronto's diversity is integrated into all aspects of the City's business. This action ensures Toronto's diverse communities are well-served by the City and that access, equity and diversity are advanced through all City services, policies and programs.

Strategic Action #12 – Improve Emergency Response and Prevention (Page 23 in Appendix C)

- This Strategic Action improves the City's capacity to prevent and respond to emergencies to ensure Toronto's residents and communities are safe. It includes the development of long term plans for Toronto Fire Services and Toronto Emergency Medical Services to meet emergency response targets and address Toronto's growth and changing demographics. It also involves working with the Toronto Police Services on integrated programs to combat youth violence.

Good Governance

Strategic Action #13 – Open Government by Design (Page 25 in Appendix C)

- This Strategic Action furthers the City's accountability, openness and transparency and ensures the City is a responsible steward of information through information management best practices and inclusion of Open Government principles in employee orientation, promotion and training.

Strategic Action #14 - Engage the Public (Page 26 in Appendix C)

- This Strategic Action will further enhance the city's capacity to inform, engage and consult the public through greater use of web-based tools, new approaches to support civic engagement capacity, collaboration and knowledge exchange and embedding service user input in the planning, delivery and evaluation of City programs and services.

Strategic Action #15 - Strengthen Public Service Governance (Page 27 in Appendix C)

- This Strategic Action involves the establishment of a Toronto Public Service by-law to clearly set out Toronto Public Service values, ethical framework, provisions for disclosure of wrongdoing and protection from reprisal as well as the roles, responsibilities and authorities for the management of human resources. The policy framework for the by-law will come forward to Council in 2013.

Strategic Action #16 - Strengthen Intergovernmental Relationships (Page 28 in Appendix C)

- This Strategic Action involves the development of an enhanced corporate intergovernmental protocol and strategy to support collaboration and relationships with other orders of government, municipal associations and international activities.

Strategic Action #17 - Enhance the City's Capacity to Serve Toronto's Diversity (Page 29 in Appendix C)

- This Strategic Action continues to enhance the City's capacity to deliver policies, programs and services that serve Toronto's diverse population. It includes enhanced reporting and measurement of the City's progress and the development of a new Equity, Diversity and Human Rights corporate framework.

Strategic Action #18 - Develop and Implement a Workforce Plan (Page 30 in Appendix C)

- This Strategic Action involves an update to the Toronto Public Service workforce plan to ensure an engaged, diverse, high performing, adaptive and productive workforce to meet the City's current and future needs.

Strategic Action #19 - Improve Customer Service (Page 31 in Appendix C)

- This Strategic Action focuses on improving the delivery of City information and services by building a customer service culture, benchmarking customer service performance annually and developing a counter and multi-channel strategy to support greater standardization of information and services.

Strategic Action #20 - Enhance Performance Measurement (Page 32 in Appendix C)

- This Strategic Action involves the development of a 'best in class' performance measurement and indicators system which includes the development of indicators, standards and other metrics as well as regular web-based reporting on how Toronto's is progressing including related to quality of life.

Strategic Action #21 - Improve Organizational Excellence (Page 33 in Appendix C)

- This Strategic Action involves the implementation of a Common Management Framework to support the systemic measurement and continuous improvement of key organizational categories including: leadership; customer service; employee focus; access, equity and diversity; process management; and planning and financial management.

Strategic Action #22 - Implement Shared Services (Page 34 in Appendix C)

- This Strategic Action will develop a shared service implementation plan to share common services between the City and its agencies. Moving to a shared service delivery model

requires broad transformation including significant business process re-engineering, organizational change and information technology investment. The implementation plan is anticipated to come forward to applicable agencies and City Council early in the new term of Council.

Fiscal Sustainability

Strategic Action #23 - Update the Long Term Fiscal Plan (Page 36 in Appendix C)

- This Strategic Action will update the City's long term fiscal plan with an emphasis on identifying viable solutions to the major issues impacting the City's finances. The plan will come forward to Council during the 2014-2018 term and will identify key strategies to address the City's growth related projects, eliminate the remaining operating structural deficit and enhance the City's reserve and reserve funds among others.

Strategic Action #24 - Improve Service and Financial Planning (Page 37 in Appendix C)

- This Strategic Action will improve the way the City plans, budgets and reports on its programs and services by integrating the City's service planning cycle with the City's financial and budgeting process. The new financial planning system will be an important tool to support this action.

Strategic Action #25 - Ensure State of Good Repair for Infrastructure (Page 38 in Appendix C)

- This Strategic Action will enhance the State of Good Repair (SOGR) for the City's assets and infrastructure by developing and implementing a corporate-wide strategic asset management plan. This includes leveraging funding from other orders of government and improving the coordination and sequencing of SOGR capital projects.

Strategic Action #26 - Finance the City's Growth (Page 39 in Appendix C)

- This Strategic Action focuses on an integrated City-wide approach to finance growth in alignment with the City's Official Plan and Long Term Fiscal Plan. It ensures that the City's infrastructure, social development and other objectives are considered at the outset of growth initiatives and operating impacts to fund City programs and services are planned for.

4. Staff Implementation of Strategic Actions

An implementation plan that engages staff at all levels of the organization is critical to the successful implementation of the Strategic Actions. Shared organizational ownership is considered a key factor to successfully advancing strategic goals and objectives.

The City Manager, Deputy City Managers, City Clerk and City Solicitor will oversee the implementation of the Strategic Actions. Leads will be assigned to ensure clear accountability. The assigned senior City official will be responsible to lead the implementation of the strategic action including facilitating cross-corporate coordination and collaboration with other divisions as required. They will also be responsible for ensuring indicators are established and targets set, and for providing regular data collection and reporting.

The Strategic Actions will be integrated into performance and work planning at individual, unit, divisional and cluster level to reinforce accountability and ensure that strategic priorities are aligned to individual performance. Performance planning objectives will include strategic actions where individual staff are leading, supporting or involved in strategic actions as well as the cross-corporate strategic actions that will involve all City divisions and agencies, as appropriate, in implementation. This will ensure that intra and inter-divisional alignments across strategic actions are identified, that strategic actions are linked to day to day work, and staff are able to leverage their own work towards their achievement.

Each Strategic Action will have a work plan to advance cross-corporate implementation and accomplish identified activities. Existing work teams and committees will be reviewed and realigned as required or new work groups established if needed.

5. Monitoring and Reporting of Strategic Actions

The City Manager, Deputy City Managers, City Clerk and City Solicitor will monitor the Strategic Actions and review progress to approve directional change for implementation, as required. Indicators are under development for each Strategic Action to regularly measure the City's progress and will be refined over the course of implementation. Preliminary progress indicators developed for the 26 Strategic Actions are attached as Appendix D.

A progress report will be published twice per Council term and will provide an overall summary for the implementation of the Strategic Actions measured against the indicators. This report will also outline any challenges faced; new opportunities identified and anticipated next steps.

6. Updating Council's Strategic Plan

Council's Strategic Plan has been in place for just over 10 years. Over this period, Council has made significant achievements against the 19 directions established in the plan and laid the foundation for the Strategic Actions for 2013 to 2018. However, the City has also experienced rapid change during this period.

It is appropriate and timely to review and update Council's Strategic Plan to ensure that it continues to reflect and advance the City's priorities. This report recommends that City Council request the City Manager to bring forward a process in 2015 to update Council's Strategic Plan, including its vision, mission and goals. The process will include a broad engagement strategy with the public, key stakeholders and staff.

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SIGNATURE

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ATTACHMENTS

Appendix A: Council's Strategic Plan
Appendix B: Key Council Achievements 2002 to 2012
Appendix C: Strategic Actions for 2013 to 2018
Appendix D: Preliminary Progress Indicators