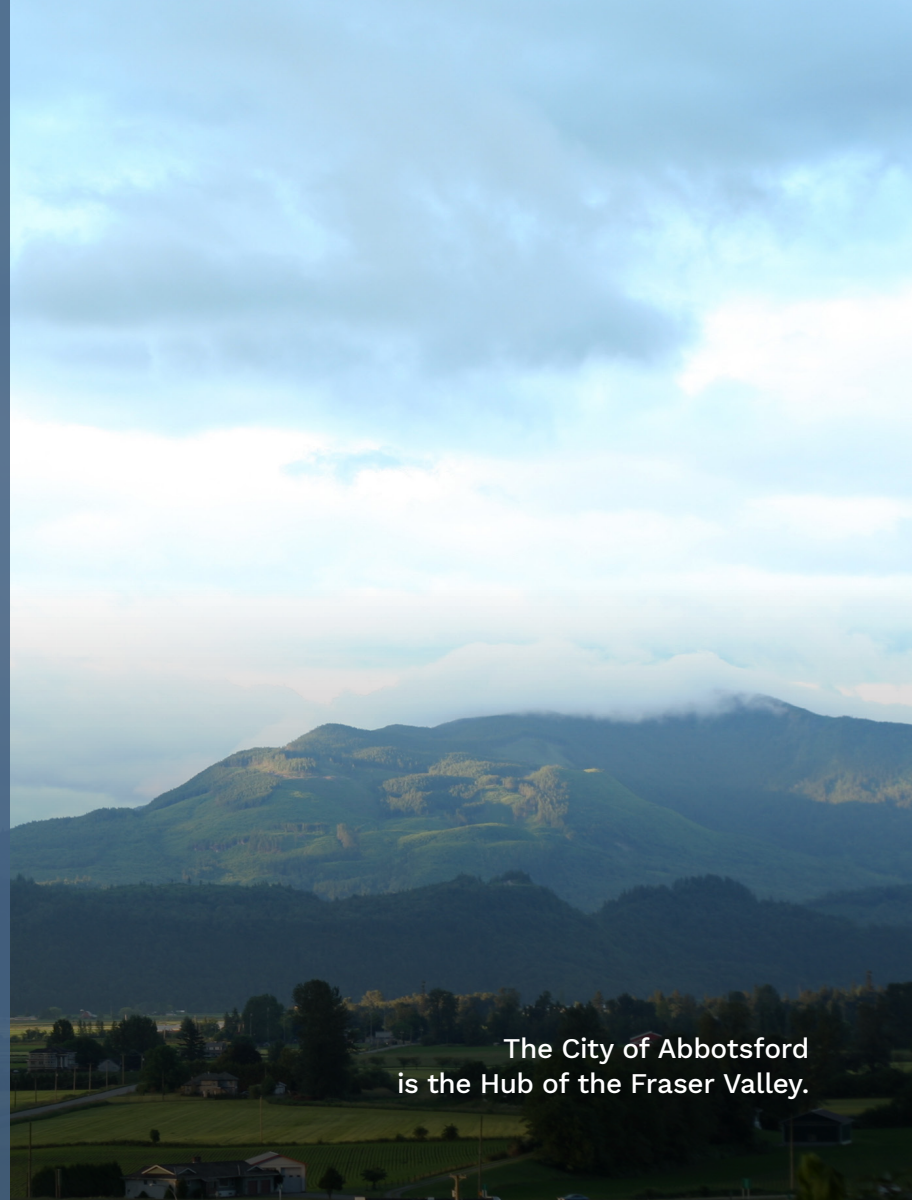




2019 - 2022
STRATEGIC
PLAN UPDATE

January 2022



The City of Abbotsford
is the Hub of the Fraser Valley.

2022 UPDATE FROM THE MAYOR

City of Abbotsford 2019-2022 Strategic Plan

At the end of each year, Abbotsford City Council reviews our progress toward the strategic priorities we established at the beginning of our mandate, and we update our Strategic Plan for the year ahead. As 2021 drew to a close, I don't believe that any of us could have predicted where we would find ourselves as a community going into 2022.

After a second year of operating through the global COVID 19 pandemic, our community was faced with responding to the most devastating natural disaster in our recorded history with the catastrophic flooding events that occurred in November of 2021. These unprecedented and powerful forces have reshaped how we must consider the priorities for the future of our community and where our energies will need to be focused for the final year of our mandate as a City Council.

While we are continuing to work toward accomplishing many of the Strategic Plan priorities we originally set in 2019 – many of which are well underway or complete – this year, the safety and economic viability of our community will require the commitment of all levels of government in order for us to be successful. Working with both the federal and provincial governments toward this end will be the focus of much of our work in 2022.

In the following pages, you will find our updated strategic priorities for 2022 set out under the four Cornerstones of Vibrant Economy, Complete Community, Fiscal Discipline and Organizational Alignment. These priorities remain our roadmap for municipal service and program delivery, and serve to ensure we are purposefully moving forward as one organization. They also provide the foundation for ensuring that all of our municipal planning decisions are aligned; provide the direction for our municipal business plans and budgets; and, enable City staff to continually monitor our collective progress toward our ultimate Vision of Abbotsford as the Hub of the Fraser Valley.

City Council remains committed to supporting our residents, businesses, community groups, and our stakeholders in achieving success here in Abbotsford. As we move through 2022, we will continue to work toward an inclusive, prosperous and sustainable Abbotsford for current and future generations.

It is a privilege for us to serve this diverse and vibrant community, and we look forward to continuing to support everyone in Abbotsford as we work toward a brighter, stronger future for all.



Henry Braun, Mayor

Our Vision

The City of Abbotsford is the Hub of the Fraser Valley.

As the regional centre of the Fraser Valley, Abbotsford will be home to centralized services and agencies including health care, courts, transportation, university, airport, provincial and federal government, entertainment & cultural facilities, and commerce. We are diverse, inclusive, and connected; we are green, prosperous, and healthy; we are a vibrant and beautiful community.

Our Mission

We strive to continually improve the quality of life within our community by delivering key services for current and future generations.

Our Cornerstones



2019–2022 DEFERRED PRIORITIES

Due to the impacts of COVID-19, the following priorities have been postponed or deferred for 2022.

- Establish Regional Partnerships Strategy
- Develop Heritage Inventory
- Sports Field & Trail Strategy
- Cemetery Plan
- Zoning Bylaw (Phase 2)

STRATEGIC PLAN

Complete Priorities

VIBRANT ECONOMY

- ✓ Updated Economic Development Strategy
- ✓ Developed Intergovernmental Relations Advocacy Strategy
- ✓ Completed Special Study Areas Review

COMPLETE COMMUNITY

- ✓ Completed the update of Affordable Housing Strategy
- ✓ Updated Homelessness in Abbotsford Action Plan
- ✓ Updated the Diversity Strategy
- ✓ Completed the Green Fleet Strategy
- ✓ Completed Transit Maintenance Facility
- ✓ Completed Ledgeview Golf Course Clubhouse
- ✓ Continue Implementation of Designed Community Framework

FISCAL DISCIPLINE

- ✓ Launched the Online Community Engagement Portal (Let's Talk Abbotsford)
- ✓ Updated Development Cost Charge (DCC) Bylaw
- ✓ Developed Asset Management Strategy
- ✓ Developed 25 Year Long-Term Financial Plan with Reserves Balancing

ORGANIZATIONAL ALIGNMENT

- ✓ Developed Bylaw Compliance Strategy
- ✓ Developed Employee Engagement Strategy
- ✓ Developed the Customer Culture Strategy

VIBRANT ECONOMY



2022 Council Principles & Priorities

The City of Abbotsford is a regional hub of creativity and innovation where talent, investment and business thrive.



Invest in building relationships that facilitate alignment.

- Update Joint Use Agreements with Abbotsford School District 34
- Complete McKee Neighbourhood Plan

Develop a vibrant and diverse economy.

- Develop Land Strategy
- Secure grant for Abbotsford Water Source Project - Vertical Wells
- Support ongoing development of the Abbotsford International Airport (Phase 3)

Recognize the value of innovation in our local economy, especially agriculture.

- Complete AgRefresh Project

ECONOMY
VIBRANT

COMPLETE COMMUNITY



2022 Council Principles & Priorities

The City of Abbotsford is a community of inclusive, safe and green neighbourhoods, connected to convenient and affordable transportation and vibrant commercial centres, built on the foundation of our cultural heritage and natural beauty.

Value our community's connection with the environment

- Develop Urban Forestry Strategy
- Develop Green Civic Buildings Strategy

Capitalize on transportation opportunities in and through the City

- Establish Montrose Transit Hub Funding

Value recreation and support facilities, amenities and activities that connect us

- Establish Arena Services & Infrastructure Strategy
- Update PRC Agreements

Support a multi-disciplinary approach to public safety

- Implement APD Building Renovation Strategy
- Establish Location for Fire Hall #6 (multi-use facility)

Embrace diversity as one of our community's greatest strengths

- Host 55+ Games 2023
- Develop Culture Strategy

Facilitate action to mitigate social issues that impact our community

- Continue with implementation of Designated Community Framework



COMPLETE COMMUNITY

FISCAL DISCIPLINE



2022 Council Principles & Priorities

The City of Abbotsford is transparent and accountable to citizens, information is easily accessible and residents are well informed on Council's priorities.

Adopt a long-term view on maintaining and upgrading our City assets.

- Develop Flood Infrastructure Recovery Plan and Build Back Better Plans

Community education and engagement play a critical role in the development and updating of City plans, services and programs.

- Increase Online & Social Media Engagement (ongoing)

Financial decisions consider long-term costs alongside the value to the community.

- Update Parks & Facilities Allocation Policy

Actively manage our City finances with exceptional care.

- Advocate to the Federal and Provincial governments for sustainable funding to support Flood Infrastructure Recovery Plan



DISCIPLINE

FISCAL

ORGANIZATIONAL ALIGNMENT



2022 Council Principles & Priorities

The City of Abbotsford has strong, consistent governance and aligned operations.

Development decisions are based on our long-term strategies and are not swayed from our community vision by short-term goals.

- Complete Development Process Review (Building Permits)

It is important for us to have certainty in our community building and our roles and bylaws are critical to protecting the liveability of our City.

- Update Development Services Bylaw
- Update Zoning Bylaw (Administrative, Residential, Parking)

Our City services and programs are efficient and effective.

- Develop Digital Strategy
- Update COVID-19 Operational Plans (ongoing)

Pursue excellence in customer service and strive to provide positive customer experiences.

- Continue Implementation of the Customer Culture Strategy

Our workforce is involved, safe and engaged.

- Update Employee Engagement Strategy
- Develop Succession Plans



ORGANIZATIONAL

ALIGNMENT

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