

Staff Report

Report To: City Council

Report From: Michelle Palmer, Senior Manager Strategic Initiatives & Operational Effectiveness

Meeting Date: November 29, 2021

Report Code: CM-21-030

Subject: Strategic Plan – Aggregated Biannual Key Result Status Update Fall 2021

Recommendations:

THAT in consideration of Staff Report CM-21-030 respecting the Strategic Plan – Aggregated Biannual Key Result Status Update Fall 2021, City Council receives the report for information purposes.

Highlights:

- The refreshed Strategic Plan aligns the City's entire workforce to Council's top priorities and transparently tracks progress.
- The refreshed Strategic Plan priorities and key results are both ambitious and achievable.
- Each of the nine priorities has measurable or verifiable key results.
- More than 70 per cent of the Key Results are proceeding as anticipated
- A public facing dashboard has been created for greater communication, transparency and accountability.

Strategic Plan Alignment:

Strengthening our community through sound leadership.

Background:

On April 19, 2021 Council approved the refreshed strategic plan to guide the organization for the period of June 2021 to June 2023. The strategic plan consists of seven Council priorities:

- A City that Grows
- Safe City
- Prosperous City
- Green City
- A City that Moves
- City Building
- Collaborative City.

which are supported by two corporate priorities:

- Clear Direction
- Service Excellence

There are 35 measurable or verifiable key results spanning the nine priorities. Upon adoption, staff began working on implementing the plan through capital and operating budgets and the various initiatives contained within divisional work plans. In addition to implementation, a foundational element to the refreshed plan was the creation of a corporate reporting framework to measure the city's success in meeting and achieving the key results of the plan.

As part of the commitment to accountability, each of the three standing committees and the Community Development, Tourism, and Culture Advisory Committee have taken active roles in fulfilling the actions associated with the key results' progress. Staff have been providing quarterly updates on the specific actions being undertaken to achieve the Key Results which fall under the area of focus for each of the committees.

- Operations Committee [Q2 Update](#) | [Q3 Update](#)
- Community Services Committee [Q2 Update](#) | [Q3 Update](#)
- Corporate Services Committee [Q2 Update](#) | [Q3 Update](#)
- Community Development, Culture, Tourism [Q2 Update](#) | [Q3 Update](#)

Recognizing that the City is still in the early stages of the term of this strategic plan, there has been significant progress on a number of key initiatives. This progress has been made despite the CoVID-19 pandemic remaining a challenge. Although some actions have been delayed, it is fully anticipated that Staff will complete and achieve the Key results by July 2023. The purpose of

this report is to provide an overall aggregated status on the Strategic Plan bringing together the information provided through each committee.

Analysis:

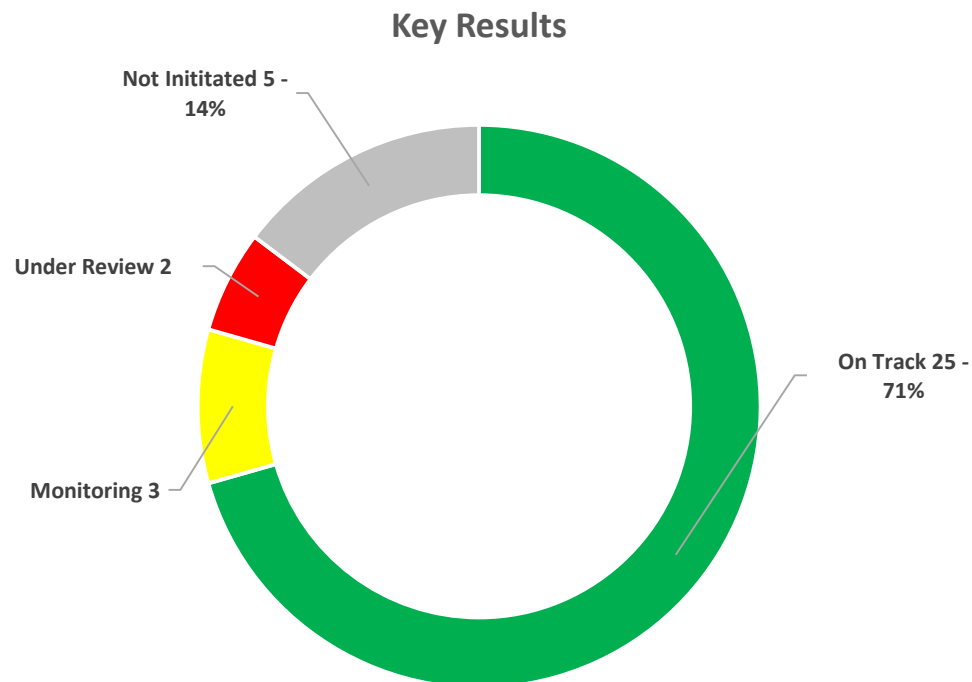
As part of the Strategic Plan governance model, the oversight of the Strategic Priority and Key Results are assigned to a Committee. Committees receive a quarterly report on the status of each Key Result to closely monitor how the City is achieving the desired outcome. This has proven to be essential during the COVID-19 crisis and integral to our ability to track and assess any impacts to our strategic priorities. Throughout the pandemic, the City has ensured that quality services are delivered for our citizens and businesses.

Staff has adopted a standard categorization of status for each of the strategic plan key results using a five colour /status approach:

Status	Description	Colour
Proceeding as Anticipated	Progressing according to the planned quarterly actions Greater than 70 per cent of planned actions completed	Green
Monitoring Progress	Under performing due to an internal or external factor/issue 40 per cent to 60 per cent of planned actions completed	Yellow
Under Review	Not progressing as planned, significant issues. Further escalation required Less than 30 per cent of planned actions completed	Red
Complete	Key Result is fully completed and there are no further actions required	Blue
Not Yet Commenced	Key Result has not yet started	Grey

Of the 35 key results spanning the nine priorities, a total of 24 key results are proceeding as anticipated. This significant especially given the challenges

that staff have faced involving the pandemic and that we are only six months into the strategic plan. Five key results have not yet commenced, consistent with their timing of being initiated in 2022. Three key results have a status of monitoring progress and two key results are under review.



As the management concept of using an Objective and Key Result have just been introduced to the corporation, Senior Leadership continues to meet to discuss Key Results and determine appropriate actions for those KR's that have moved to a status of monitoring and under review. In 2022, to assist in focusing work and effort to achieving the Council Priorities departments will begin adopting a coordinated approach to workplans. Work plans have been successfully used in Community Services for a number of years. In 2022, this will fully cascade from the Strategic Plan Key Results and the proposed actions. The Corporate-Wide Workplans will be the precursor to integrated business plans that will be introduced in 2023. The transformation team understands that new corporate processes and concepts should be gradually introduced to garner a higher adoption and use.

Key Results Highlights:

Below are highlights of some of the actions taken to make progress on the key results of the strategic priorities.

Priority: Safe City

KR3: Conduct fire safety inspections on 95% of all commercial occupancies throughout the City each year (including apartment buildings with five or more units)

- Completed 515 inspections of buildings

Priority: Prosperous City

KR1: Reduce commercial vacancy in the River District by 10%

- Eliminated commercial vacancy rebate program
- Initiated the implementation of the River District Action Plan

Priority: Green City

KR1: Offset 100 tonnes of CO2 per year by annually planting 100 hardwood tree species

- Developed and implemented a new commemorative forest program policy
- Implemented a communication policy to promote the City boulevard tree program
- Application underway to receive a Tree City of the World

KR2: Protect, repair, remediate 90% of the City's impacted shoreline from wave action and high water

- Construction was completed within Kelso Park and along the west side of the harbour including grading and the placement of armour stone.

Priority: Collaborative City

KR3: Increase competitive grant funding dollars received annually

- Developed and implemented a grants policy and tracking spreadsheet
- Streamlined procedure for grant applications

Priority: A City that Grows

KR4: 95% of site plan applications reviewed within 4 weeks

- Amended the site plan control bylaw to eliminate requirement for pre-consultation for minor site plans

Priority: A City that Moves

KR1 - Complete transit study by September 2021

- Retained consultant and completed historical data gathering
- Completed comprehensive public engagement and presented the study findings to Operations committee

Priority: City Building

KR2: Increase pedestrian counts in the River District by 10%

- Installation of pedestrian counters
- Installation of cross-walk at farmers' market

Priority: Clear Direction

KR2: Align total municipal levy to Council's directed threshold each year while maintaining capital increase of 1 per cent annually

- Develop and implement budget policy

Priority: Clear Direction

KR3: Develop a Human Resources strategy that fosters a skilled, engaged, and diverse workforce that is grounded in the City's core values by September 2022

- Undertook the City's first employee engagement survey with an 81.3% response rate

Priority: Service Excellence

KR2: Enhance our information, technology and digital capabilities to allow residents, businesses and visitors to interact with the City where, when and how they choose

- Completed Phase 1 of the Information Technology Needs Assessment by September 2021
- Undertook the City's first comprehensive citizen satisfaction survey

The intention of sharing this information regularly with Council and the public is to demonstrate transparency and accountability for this work.

Financial Implications:

Strategic actions that involve the introduction of new programs and services or involve substantial increases in service levels will require additional resources to be sustainable. This may include both financial and human resources to deliver. Where possible, staff will explore alternate funding sources or reallocate existing resources to address Council's strategic priorities, but it is expected some of the key results identified in the strategic plan will require investments of tax-supported or user-rate-supported funding. Key results which require additional costs to be allocated will be brought forward in future capital and operating budgets for Council consideration.

Communication Strategy:

This report has been posted to the City's website with the agenda in advance of the council meeting.

Staff have brought quarterly updates on the actions specific to each committee since Council approved the refreshed strategic plan in April 2021.

Staff have created a public-facing dashboard which can be accessed from the Strategic Plan page on the [City's website](#).

Consultation:

The Senior Leadership Team was consulted in the development of this report.

Attachments:

Snapshot of Strategic Plan Dashboard

Recommended by:

T. Simmonds, City Manager

Senior Leadership Team

M. Palmer, Sr Mgr., Strategic Initiatives and Operational Effectiveness

Submission approved by:

Tim Simmonds, City Manager

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