








SAFE CITY

Why This Matters

Safety is a concept concerned with achieving a positive state of well-being among people within social and physical environments. Not only is it about reducing and preventing injury and crime, but it is also about building strong, cohesive, vibrant, participatory communities. This means the perception of safety is as important as measuring injury and crime rates.

Objective: Supporting inclusivity, diversity, and accessibility in our community and recognizing the importance of a safe and secure community.

Status	Key Result	Comment
	KR1 - Police Services will respond to Priority 0, 1, and 2 emergency calls within 7.5 minutes	Monitoring progress Working with the Provincial Justice partners who oversee the Business Analytics Tools that enable Police Services to pull this information, as this system is down
	KR2 - Build or replace 1% of non-conforming sidewalks with accessible design guidelines	Complete 1 per cent of non-conforming sidewalks replaced in 2022
	KR3 - Conduct fire safety inspections on 95% of all commercial occupancies throughout the City each year (including apartment buildings with five or more units)	Proceeding as anticipated On target for completion of inspections for 100% of commercial occupancy properties in 2022.
	KR4 - Create a comprehensive corporate Equity, Diversity and Inclusion Strategy by December 2022	Monitoring Progress Strategy is being developed and will be brought to the Corporate Services Committee in March 2023

Status	Key Result	Comment
	KR5 - Measure Owen Sound's progress toward becoming a more sustainable, safe, and resilient City by adopting a globally recognized municipal benchmark (e.g., United Nations Sustainable Development Goals, World Council on City Data) in the 2023 Term of Council Priorities	<p>Not yet commenced</p> <p>The benchmark will be incorporated in the 2050 Strategic Vision and the resulting term of council priorities.</p>






PROSPEROUS CITY

Why This Matters

Owen Sound continues to diversify its economy and Council recognizes that more work is required to build a resilient local economy that offers residents better opportunities to grow, develop and support their families. The City will continue to encourage businesses to relocate to Owen Sound, support existing businesses and new business start-ups, and work to engage young people, entrepreneurs, innovators, and creative citizens in facilitating economic growth.

Objective: Working towards a positive business environment and support initiatives that increase our competitive economic advantages.

Status	Key Result	Comment
	KR1- Reduce commercial vacancy in the River District by 10%	Complete Commercial vacancy decreased from 12 per cent to 10.3 per cent between 2021 and 2022 (report CS-22-109)
	KR2 - Develop a framework to attract key industry sector(s) for economic growth and investment that are matched to Owen Sound's economic strengths	Complete Specific City actions identified to support the implementation of the Grey County Investment Attraction Strategy (report CS-22-114)
	KR3 - Commit spending 90% of the community improvement program grant funding allocation to the façade, business start-up, landscape and accessibility programs each fiscal year	Proceeding as anticipated 100 per cent of the community improvement grant funding was allocated in 2022








GREEN CITY

Why This Matters

Focusing on climate action planning dependencies include public transportation, waste management, vehicle usage, infrastructure—and just about every other activity within the urban area of Owen Sound. A strategic balance among reducing energy usage, encouraging technological innovation, and changing behaviors lead to a healthier and more sustainable future.

Objective: Enhancing the City's resiliency and capacity for mitigating and adapting to the impacts of climate change. Supporting and promoting healthy lifestyles.

Status	Key Result	Comment
	KR1 - Offset 100 tonnes of CO2 per year by annually planting 100 hardwood tree species	Proceeding as anticipated In 2022, over 200 trees have been planted by Parks and Open Space staff in the City. This does not include trees planting as part of development.
	KR2 - Protect, repair, remediate 90% of the City's impacted shoreline from wave action and high water	Complete Remediation occurred at Kelso Beach along the West Shore and adjacent to the walkway from 17th Street to the Bayshore Community Centre along the East Shore.

	KR3 - Increase tonnage collected at household hazardous waste days by 10%	Monitoring progress In response to the COVID-19 pandemic, household hazardous waste days were reduced/ eliminated in 2021. Staff are utilizing 2022 to collect data to identify the baseline for tonnage collected
	KR4 - Develop a waste management strategy by June 2022	Monitoring progress Development of strategy is in progress and will be brought to the Operations Committee for consideration in January 2023
	KR5 - Develop a climate mitigation plan as part of a Climate Action Strategy that incorporates the 2021 corporate climate change adaptation plan	Proceeding as anticipated Development of the climate action strategy is underway with a planned completion date of June 2023 (report CM-22-012)







A CITY THAT GROWS

Why This Matters

Growth is the gradual, deliberate development of a community to facilitate and meet the challenges associated with an increased number of residents and businesses. Improving municipal growth readiness requires a concerted effort by municipal leaders to provide appropriate public policy, the availability of land and housing, and infrastructure to support the growth.

Objective: Achieving the population target for Owen Sound as set out in the Grey County Growth Management Plan.

Status	Key Result	Comment
	KR1 - Undertake an Owen Sound 2050 Vision by July 2023	Proceeding as anticipated The development of the 2050 Strategic Vision will begin in mid-2023, followed by extensive community and council engagement. The intent is that the vision will come forward to Council for consideration in late 2024
	KR2 - Implement assessment-based management	Complete Annual audit of the assessment roll and regular monitoring of building permit activity against the supplemental assessment roll have been implemented (report CR-21-091)
	KR3 - Increase active employment gross floor area by 25,000 square feet each fiscal year	Proceeding as anticipated Active employment gross floor area was increased by 150,393 square feet in 2022.

	KR4 - 95% of site plan applications reviewed within 4 weeks	Complete 100% of site plans were reviewed within 4 weeks in 2022
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A CITY THAT MOVES

Why This Matters

Owen Sound faces common challenges when it comes to a fundamental aspect of urban living: getting around. Council aims to be forward-thinking about mobility and the rising demand it puts on current infrastructure. The City aims to make getting around more flexible, more affordable, faster, safer, and with the natural environment in mind.

Objective: Facilitating sustainable transportation options and creating community connectivity.

Status	Key Result	Comment
	KR1 - Complete transit study by September 2021	Complete The transit study was presented at special meeting of Council in January 2022
	KR2 - Develop and implement an active transportation plan by June 2022	On Hold – Not Proceeding Instead of the creation of a separate master active transportation plan, policy on Active Transportation is included in the Official Plan which was adopted by the City in June 2021 and approved by Grey County February 2022.
	KR3 - Increase the number of roads with a Pavement Condition Index (PCI) rating greater than 70 by 10%	Complete The number of roads with a rating greater than 70 has increased by 11 per cent since previous PCI assessment (report OP-22-023)

	<p>KR4 - Develop cross-sections for the various road types that integrates active transportation, landscape, benches, with core infrastructure – road, utilities and lighting by December 2021</p>	<p>Complete</p> <p>Official Plan adopted by the City in June 2021 and approved by Grey County February 2022 includes five cross sections for roadways (Appendix "A" of the Official Plan)</p>
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CITY BUILDING

Why This Matters

To be successful, Owen Sound needs destinations that give an identity and image to our communities, destinations that help attract new residents, businesses, investment, and people. Building great places fosters successful social networks and benefits multiple stakeholders and initiatives at once.

Objective: Planning community amenities that create great places and spaces for community living. Cultivating a vibrant and diverse arts, culture, and heritage environment throughout the city.

Status	Key Result	Comment
	KR1 - Phase 2 of Downtown River Precinct 100% complete by December 2022	Monitoring progress Construction is delayed to tender pricing being over budget; re-issuing tender in January 2023 with expected construction completion date in Q3 2023
	KR2 - Increase pedestrian counts in the River District by 10%	Progressing as anticipated Increase of 3 per cent from 2021 to 2022 (based on 3 month average) (report CS-22-109)
	KR3 - Undertake a city wide public art strategy by June 2022	Complete Updated policy was approved in June 2022 (report AG-22-003)

Status	Key Result	Comment
	KR4 - Complete adaptive re-uses of two heritage buildings that serve the public interest by April 2023	<p>Proceeding as anticipated</p> <p>The courthouse has been sold for re-development; and work is underway to renovate the historical cabin at Harrison Park, and the Chapel renovation will go to tender Q1 2023 (design completed)</p>







COLLABORATIVE CITY

Why This Matters

Owen Sound continues to search for innovative, more effective ways to achieve and maintain a competitive advantage in the local and global economy while also understanding that the quality of life we enjoy, our social, environmental, and economic well-being are all inextricably linked.

Objective: Maintaining and improving relationships through engagement.

Status	Key Result	Comment
	KR1 - Leverage partnerships to improve or maintain delivery of targeted services without increasing tax levy	Not yet started Project to commence after completion of service review
	KR2 - Hold two meetings per year between Council and the Police Services Board to identify service levels and priorities	Complete Additional meetings will be scheduled for 2023
	KR3 - Increase competitive grant funding dollars received annually	Proceeding as anticipated Grant revenue was \$5,925,000 in 2021 (report CR-22-033)
	KR4 - Develop and implement an engagement framework policy and tool to increase public input on projects / initiatives by June 2022	Monitoring Progress The engagement tool "Our City" was launched in June 2022 and the development of an engagement framework policy is underway with an expected completion date of Q1 2023






CLEAR DIRECTION

Why This Matters

A common understanding of the City's direction and goals at every level of the corporation enables a collaborative decision making process to maximize the organization's impact. A solid financial foundation and engaged workforce are key to sustainable service delivery.

Objective: Cultivating an environment to support a common understanding of where the organization is going in the future and ensuring a solid financial foundation and capacity for delivery.

Status	Key Result	Comment
	KR1 - Implement a government relations plan by December 2021	Complete Inter-governmental relations actions plan approved by Council in December 2021
	KR2 - Align total municipal levy to Council's directed threshold each year while maintaining capital increase of 1 per cent annually	Complete Capital budget policy approved (report CR-21-067)
	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	Monitoring progress Strategy is being developed and will be brought to the Corporate Services Committee in January 2023






SERVICE EXCELLENCE

Why This Matters

Service Excellence identifies the areas where the City's administrative leadership will focus on ensuring we are a high-performance organization that delivers good value for money to our residents.

Objective: Being a modern and efficient municipal government that makes citizens' lives better every day.

Status	Key Result	Comment
	KR1 - Further develop a culture of learning, development, well-being and embrace new approaches to service provision	Proceeding as Anticipated Employee Engagement Survey and Citizen Satisfaction surveys both completed in 2021 with actions implemented from both (measurements will be available when surveys are repeated in 2024)
	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	Proceeding as Anticipated The Information Technology Needs Assessment was completed and presented to Corporate Services Committee in July 2022. Next steps will include the development of an implementation plan. (report CR-22-067)
	KR3 - Optimize organizational structure	Proceeding as Anticipated The Service Review is underway with a planned recommendation report coming forward from the consultant in Q1 2023 and response from SLT Q2 2023