

Staff Report

Report To: City Council

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

Meeting Date: June 26, 2023

Report Code: CM-23-009

Subject: Strategic Plan – Aggregated Biannual Key Result Status Update Spring 2023

Recommendations:

THAT in consideration of Staff Report CM-23-009 respecting the Strategic Plan – Aggregated Biannual Key Result Status Update Spring 2023, City Council receives the report for information purposes.

Highlights:

- The Strategic Plan aligns the City's entire workforce to Council's top priorities and transparently tracks progress.
- The nine Strategic Plan priorities and key results are ambitious and have measurable or verifiable key results.
- 43 per cent of the Key Results are complete, and an additional 37 per cent are proceeding as anticipated.
- A public-facing dashboard is available for increased communication, transparency, and accountability.

Strategic Plan Alignment:

Strengthening our community through sound leadership.

Previous Report/Authority:

[CM-21-009 Strategic Plan Refresh 2021-2023](#)

[CM-21-030 Strategic Plan – Aggregated Biannual Key Result Status Update Fall 2021](#)

[CM-22-007 Strategic Plan – Aggregated Biannual Key Result Status Update Spring 2022](#)

[CM-22-014 Strategic Plan - Aggregated Biannual Key Result Status Update Fall 2022](#)

Background:

The Council-approved refreshed strategic plan guides the organization for the period 2021 to 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

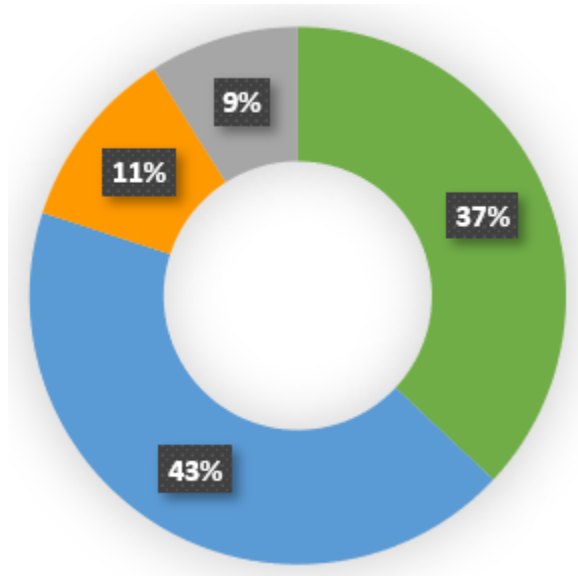
The following provides a status and progress report of the key results achieved relating to each Strategic Priority objective statement.

Analysis:

The City continues to progress on the 2021-2023 Strategic Plan. There are 35 measurable or verifiable key results spanning the nine priorities. City staff have continued to utilize an evidence-based approach in assessing and communicating the status of each key result. Of the 35 key results spanning the nine priorities, 15 key results have been completed, 13 key results

continue to proceed as anticipated, four are being monitored, and three have not yet started or are on hold.

2021-2023 Strategic Plan – Status of 35 Key Results



- Complete 15 (43%)
- Proceeding as anticipated 13 (37%)
- Monitoring progress 4 (11%)
- Not yet started/on hold 3 (9%)

Attachment 1 to this report includes details of each key result's status. The strategic plan priorities and key results will continue to guide the work of staff for the remainder of 2023.

Owen Sound 2050 – A Long-Term Strategy

A long-term strategic plan or vision involves creating a clear and compelling vision for the future and charting a strategic path to achieve that vision over an extended period. Historically, the City's Strategic Plans have been developed for four years at the mid-way point through each Term of Council. The Strategic Plan Refresh identified clear and achievable goals for 2021 to 2023 as a bridge to creating a longer-term vision for the City.

Beginning this Fall, the City will embark on a journey to develop a 2050 Vision. In effect, we are creating a North Star that will guide the work of the City over the next 30 years. After creating the 2050 Vision, each four-year

term of Council will identify priorities to contribute incrementally toward the long-term 2050 Vision. By building a longer-term vision, with term of Council priorities, we can continue our long-term City and community-building efforts while being able to adapt to emerging needs.

A critical component of identifying what the City will look like in 2050 will be the engagement of stakeholders. In the vision development process, we will seek ideas and feedback from Council, community members, partners, and City staff. By gathering their input, insights, and perspectives, we can ensure a holistic, inclusive vision that resonates with everyone.

Financial Implications:

Key results which require additional costs to be allocated will be brought forward in future capital and operating budgets for Council consideration.

The development of the 2050 Vision was approved in the 2023 Capital budget and is funded 50 per cent from the modernization grant reserve and 50 per cent from the strategic planning reserve.

Communication Strategy:

Sharing this information regularly with Council and the public continues to demonstrate transparency and accountability for this work. The dashboard shows the status of the key results and can be accessed anytime from the Strategic Plan page on the [City's website](#). This report has been posted to the City's website with the agenda in advance of the Council meeting.

Consultation:

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

Attachments:

Attachment 1 – Status of Each Key Result in the 2021-2023 Strategic Plan

Recommended by:

Tim Simmonds, City Manager

Strategic Leadership Team

Michelle Palmer, Sr Mgr, Strategic Initiatives and Operational Effectiveness

Submission approved by:

Tim Simmonds, City Manager

For more information on this report, please contact Michelle Palmer, Senior Manager, Strategic Initiatives and Operational Effectiveness, at mpalmer@owensound.ca or 519-376-4440 ext. 1246.