

To: Corporate Services Committee

From: Beverly Hendry, Commissioner,
Corporate Services Department

Report Number: CORP-17-26

Date of Report: May 25, 2017

Date of Meeting: May 29, 2017

Subject: Oshawa Strategic Plan - Corporate Services Department 2017
Progress Report

File: A-1600

1.0 Purpose

The purpose of this report is to provide the status of certain key items advanced in 2017 related to the Oshawa Strategic Plan (the Plan).

Attachment 1 to this report is the Oshawa Strategic Plan Progress Report for Corporate Services.

2.0 Recommendation

That the Corporate Services Committee recommend to City Council:

That Report CORP-17-26 dated May 25, 2017 on the Oshawa Strategic Plan Progress Report related to the Corporate Services Department 2017 Business Plan be received for information.

3.0 Executive Summary

Not applicable.

4.0 Input From Other Sources

The implementation of the Plan is a team effort that involves staff from all Departments, Corporate Services Committee, Council and other external stakeholders (e.g. Advisory Committees and other levels of government).

5.0 Analysis

The Oshawa Strategic Plan 2015-2019 (Our Focus, Our Future) was approved by Council after receiving public and stakeholder input.

The Plan serves as the City's highest level policy document. It guides the work of the City, our decisions and the development of our community.

The Plan identifies the following five strategy goals that guide decisions made by the City with guiding principles of sustainability and financial stewardship:

- Economic Prosperity and Financial Stewardship
- Accountable Leadership
- Social Equity
- Cultural Vitality
- Environmental Responsibility

The Plan is implemented by all Departments through the annual Business Plans and our day to day work. In addition, the Financial Strategy, also approved by Council in 2015, is a key strategic document that guides our Business Plans.

The Corporate Services Department with the support of the Corporate Services Committee and Council and the teamwork with other Departments and stakeholders has advanced key items of the Plan in 2017.

The progress report on the Plan forms Attachment 1 to this report.

6.0 Financial Implications

Not applicable.

7.0 Relationship to the Oshawa Strategic Plan

The subject report provides an update on achieving certain goals in the Oshawa Strategic Plan.



Beverly Hendry, Commissioner,
Corporate Services Department

Attachment

Corporate Services Department Business Plan 2017

- Department Business Plans will be included in the budget binder
- Departments will report progress in 3rd Quarter to Standing Committee of Council

Department **Corporate Services**

Service Areas City Clerk Services; Corporate Communications; Facilities Management; Information Technology; Municipal Law Enforcement and Licensing

Department Mission Statement **The Corporate Services Department provides collaborative and progressive support services respecting the equity, compliance and fiscal responsibility.**

2017 Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
6 1. Ward Boundary Review	Goal: Accountable Leadership Theme: Deliberate Community Engagement Strategy Number: 1.	N/A	<ul style="list-style-type: none"> • Recommended option(s) to be presented and considered by Council in June, 2017

Corporate Services Department Business Plan 2017

2017 Objectives	Relationship to Oshawa Strategic Plan*	Relationship to Financial Strategy*	Status
2. Electronic Content Management Strategy	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy Number: 4.</p>	Operating Costs	<ul style="list-style-type: none"> • Multi-year project • In 2017, exploring and investigating in support of developing a strategy to guide the implementation of an enterprise-wide Electronic Content Management solution

2017 Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
<p>3. Review of Council's Procedural By-law to reflect plain language, new legislation and unwritten practices, as well as options for meeting efficiency</p>	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy Number: 3.</p>	N/A	<ul style="list-style-type: none"> • Q4

Corporate Services Department Business Plan 2017

2017 Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
4. Updating of Service Oshawa Knowledge Database	Goal: Accountable Leadership Theme: Our Corporate Culture Demands Excellence and Respect Strategy Number: 2.	N/A	<ul style="list-style-type: none"> • Q4

2017 Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
5. Review Customer Service Scripting Menus	Goal: Accountable Leadership Theme: Our Corporate Culture Demands Excellence and Respect Strategy Number: 2.	N/A	<ul style="list-style-type: none"> • Q4

7

Corporate Services Department Business Plan 2017

2017 Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
6. Review and Revise Credit Card Payment Compliance Procedures	Goal: Accountable Leadership Theme: Our Corporate Culture Demands Excellence and Respect Strategy Number: 5.	N/A	<ul style="list-style-type: none"> • Q4

8

2017 Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
7. Expanding the role of Service Oshawa by onboarding Engineering Services	Goal: Accountable Leadership Theme: Our Corporate Culture Demands Excellence and Respect Strategy Number: 4.	N/A	<ul style="list-style-type: none"> • Completed

Corporate Services Department Business Plan 2017

2017 Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
8. Review of Voting Methodology and Other Election Related Activities	Goal: Accountable Leadership Theme: Deliberate Community Engagement Strategy Number: 1.	N/A	<ul style="list-style-type: none"> Completed

2017 Objectives	Relationship to Oshawa Strategic Plan*	Relationship to Financial Strategy*	Status
9. Update the Communications Strategy	Goal: Accountable Leadership Theme: Deliberate Community Engagement Strategy Number: 2.	N/A	<ul style="list-style-type: none"> Q4

2017 Objectives	Relationship to Oshawa Strategic Plan*	Relationship to Financial Strategy*	Status
10. Increase number of community engagement opportunities to support City services and programs	Goal: Accountable Leadership Theme: Deliberate Community Engagement Strategy Number: 2.	N/A	<ul style="list-style-type: none"> Year-to-date results: 12 projects

6

Corporate Services Department Business Plan 2017

2017 Objectives	Relationship to Oshawa Strategic Plan*	Relationship to Financial Strategy*	Status
11. Implement short term ITS Branch structure changes and work towards developing a longer term IT strategy to ensure that the IT structure, capacity, and services are aligned with the needs of the Corporation to take full advantage of technology opportunities and support continuous improvement.	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy Number: 1.</p>	Operating Costs	<ul style="list-style-type: none"> Q4 – Structure changes are complete and hiring process for new positions is underway. IT Function review by KPMG is nearing completion – Q2

10

2017 Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
12. Replace the Class membership, registration, and program management system in advance of the product's end-of-life (November 2017)	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy Number: 1.</p>	Operating Costs	<ul style="list-style-type: none"> Q4 – New system selected, Intelligenz, and vendor kick-off meeting scheduled for early June

Corporate Services Department Business Plan 2017

2017 Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
13. Implement a new Enterprise Asset Maintenance Management System (EAMMS) to take advantage of new technologies and improve business processes (multi-year project)	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy Number: 1.</p>	Operating Costs	<ul style="list-style-type: none"> • Q2 – Terms of Reference for an RFP to acquire an asset maintenance management software/tool finalized • FMS are the Project Managers for this corporate initiative.

→ 2017 Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
14. Replace the Oshawa Land Information (OLI) System to take advantage of new technologies (multi-year project)	<p>Goal: Accountable Leadership</p> <p>Theme: Our Corporate Culture Demands Excellence and Respect</p> <p>Strategy Number: 1.</p>	Operating Costs	<ul style="list-style-type: none"> • RFP closed on May 18. Responses are being evaluated.

Corporate Services Department Business Plan 2017

2017 Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
15. Review and test Cybersecurity capabilities and effectiveness	Goal: Accountable Leadership Theme: Our Corporate Culture Demands Excellence and Respect Strategy Number: 1.	Operating Costs	<ul style="list-style-type: none"> • Q4 • Also, Cyber Security Audit is under development as part of the 2017 Internal Audit Work Plan

12

2017 Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
16. Continue to act on Council's decision to exit from delivery of social housing within a five year period	Goal: Economic Prosperity and Financial Stewardship Theme: Safe and Reliable Infrastructure Strategy Number: 3.	Operating Costs	<ul style="list-style-type: none"> • Q3

Corporate Services Department Business Plan 2017

2017 Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
17. Continue to implement actions in the Corporate Facilities Energy Management Plan throughout 2017 and participate in the Durham Community Energy Plan	Goal: Environmental Responsibility Theme: Proactive Environmental Management Strategy Number: 3.	Operating Costs	<ul style="list-style-type: none"> Ongoing

2017 Objectives	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
18. Develop a defined Facility Audit Program process	Goal: Economic Prosperity and Financial Stewardship Theme: Safe and Reliable Infrastructure Strategy Number: 3.	Infrastructure Investment	<ul style="list-style-type: none"> Facility Audit Program developed and underway

Corporate Services Department Business Plan 2017

2017 Objectives	Relationship to Oshawa Strategic Plan*	Relationship to Financial Strategy*	Status
19. Research and implement a Revolving Energy Incentive Fund to support future energy retrofit projects	<p>Goal: Economic Prosperity and Financial Stewardship</p> <p>Theme: Safe and Reliable Infrastructure</p> <p>Strategy Number: 3 and 4.</p>	Infrastructure Investment	<ul style="list-style-type: none"> • Q3

14

2017 Objectives	Relationship to Oshawa Strategic Plan*	Relationship to Financial Strategy*	Status
20. Implement City of Oshawa Designated Driver Licensing and Regulatory Standards	<p>Goal: Ensure an Inclusive, Healthy and Safe Community</p> <p>Theme: N/A</p> <p>Strategy Number: N/A</p>	N/A	<ul style="list-style-type: none"> • Implement new by-law beginning January 2, 2017 • Report in September, 2017 regarding CGL Insurance.

Corporate Services Department Business Plan 2017

2017 Objectives	Relationship to Oshawa Strategic Plan*	Relationship to Financial Strategy*	Status
21. Develop and implement an Enforcement Plan for the new Council approved Animal Welfare Standards.	<p>Goal: Accountable Leadership</p> <p>Theme: Deliberate Community Engagement</p> <p>Strategy Number: 4.</p>	Revenue Sources	<ul style="list-style-type: none"> Completed

15

2017 Objectives	Relationship to Oshawa Strategic Plan*	Relationship to Financial Strategy*	Status
22. Continue to coordinate the rehabilitation and expansion of Corporate Security Technology (Cameras, Detection Equipment, Control Room Technology, and Keyscan)	<p>Goal: Economic Prosperity and Financial Security</p> <p>Theme: Safe and Reliable Infrastructure</p> <p>Strategy Number: 3.</p>	Infrastructure Investment	<ul style="list-style-type: none"> Funding approved in 2017 Capital Budget for specific facilities. Ongoing work in 2017

Corporate Services Department Business Plan 2017

2017 Objectives	Relationship to Oshawa Strategic Plan*	Relationship to Financial Strategy*	Status
23. Housekeeping Amendments to the Property Standards By-law	Goal: Accountable Leadership Theme: Deliberate Community Engagement Strategy Number: 2 and 4.	N/A	<ul style="list-style-type: none"> • Internal/external collaboration • Benchmarking • Committee and Council target late 2017

2017 Objectives	Relationship to Oshawa Strategic Plan*	Relationship to Financial Strategy*	Status
24. Investigate and report on a Trap Neuter Release program (TNR) for feral cats	Goal: Accountable Leadership Theme: Develop and Leverage Relationships Strategy Number: 1 and 2.	N/A	<ul style="list-style-type: none"> • Collaborated with Animal Services on report • Report development and consultation ongoing • Report back scheduled for mid 2017

2017 Objectives	Relationship to Oshawa Strategic Plan*	Relationship to Financial Strategy*	Status
25. Investigate and report on standards related to Animal Rescue Groups, and consult with Planning regarding recommended locational criteria	Goal: Accountable Leadership Theme: Develop and Leverage Relationships Strategy Number: 1.	N/A	<ul style="list-style-type: none"> • Consultation with stakeholders. • Consultation with Planning • Report in Q4

Corporate Services Department Business Plan 2017

2017 Objectives	Relationship to Oshawa Strategic Plan*	Relationship to Financial Strategy*	Status
26. Develop a business case to support redevelopment of Animal Services at 199 Farewell	<p>Goal: Economic Prosperity and Financial Stewardship</p> <p>Theme: Safe and Reliable Infrastructure</p> <p>Strategy Number: 3.</p>	Infrastructure Investment	<ul style="list-style-type: none"> In discussion with Operations Services

2017 Objectives	Relationship to Oshawa Strategic Plan*	Relationship to Financial Strategy*	Status
27. Implement Anniversary renewal standards for Business Licenses	<p>Goal: Accountable Leadership</p> <p>Theme: Deliberate Community Engagement</p> <p>Strategy Number: 4.</p>	Revenue Sources	<ul style="list-style-type: none"> Approved by Council Communicated changes and plan with Business owners Trained staff Launched January 2, 2017

17

Corporate Services Department Business Plan 2017

2017 Objectives	Relationship to Oshawa Strategic Plan*	Relationship to Financial Strategy*	Status
28. Investigate concerns and examine potential regulatory standards related to Private Transportation Providers (ie) UBER in Oshawa	Goal: Ensure an Inclusive, Healthy and Safe Community Theme: N/A Strategy Number: N/A	Revenue Sources	<ul style="list-style-type: none"> • Staff report regarding approach presented to Committee May 8 • Stakeholder consultation over summer • Report back in Q3