

To: Finance Committee

From: Stephanie Sinnott, Executive Director, Finance Services/  
Treasurer,  
Office of the City Manager

Report Number: FIN-17-49

Date of Report: May 26, 2017

Date of Meeting: June 1, 2017

Subject: Office of the City Manager 2017 Business Plan Spring Update

File: A-1600

---

## **1.0 Purpose**

The purpose of this report is to provide an update on the Office of the City Manager key accomplishments to date in the 2017 Business Plan as related to the Oshawa Strategic Plan (the Plan).

Attachment 1 to this report is the 2017 Business Plan Spring Update for the Office of the City Manager.

## **2.0 Recommendation**

That the Finance Committee recommend to City Council:

That Report FIN-17-49 dated May 26, 2017 concerning the Office of the City Manager 2017 Business Plan Spring Update be received for information.

## **3.0 Executive Summary**

Not applicable

## **4.0 Input From Other Sources**

Not applicable

## **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 strategic 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 Office of the City Manager has direct involvement in advancing a number of strategies identified in the Oshawa Strategic Plan through the 2017 Business Plan. The progress report on the 2017 Business Plan Accomplishments 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.



Stephanie Sinnott, Executive Director, Finance Services/Treasurer,  
Office of the City Manager



Jag Sharma, City Manager,  
Office of the City Manager

# Office of the City Manager Business Plan Spring Update 2017

In relation to the Oshawa Strategic Plan

**Service Areas:** Strategic Initiatives; Finance; Human Resource; Legal

**Department Mission Statement:** Through authenticity, courage and trust, the City Manager's Office is the strategic driver and visionary force that connects Council and staff in service to our community.

Objective	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
1. Continue to implement and maintain a proactive and sustainable Council –endorsed Financial Strategy	<p><b>Goal:</b> Economic Prosperity and Financial Stewardship</p> <p><b>Theme:</b> Financial Strategy</p> <p><b>Strategy:</b> 1</p>	Infrastructure Investment	<p>Recommendations in the Financial Strategy continue to be planned and/or implemented.</p> <p>A comprehensive Reserve and Reserve Fund review is currently underway which will yield policy recommendations and future funding strategies, addressing a number of recommendations in the Financial Strategy. Results are expected to be delivered to Council in advance of the 2018 budget.</p> <p>A multi-year budget update will be presented to Council in September 2017.</p>

Objective	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
2. Proactively address the infrastructure fiscal deficit	<p><b>Goal:</b> Economic Prosperity and Financial Stewardship</p> <p><b>Theme:</b> Safe and Reliable Infrastructure</p> <p><b>Strategy:</b> 4</p>	Infrastructure Investment	<p>Continue to research best practices and strategies to enhance the funding available to address infrastructure challenges.</p> <p>The comprehensive Reserve and Reserve Fund review currently underway will include recommendations related to capital reserves which are one of the City's primary funding sources for capital infrastructure.</p> <p>The on-going development and enhancement of the City's Asset Management Plan will be instrumental in managing the infrastructure fiscal deficit.</p>

# Office of the City Manager Business Plan Spring Update 2017

In relation to the Oshawa Strategic Plan

Objective	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
<p>3. Proactively work with other levels of government to advocate for and address key infrastructure needs and renewal</p>	<p><b>Goal:</b> Economic Prosperity and Financial Stewardship</p> <p><b>Theme:</b> Safe and Reliable Infrastructure</p> <p><b>Strategy:</b> 1 and 5</p>	<p>Infrastructure Investment</p>	<p>On-going work to assess grant opportunities from Senior levels of government and working with appropriate contacts to deliver well written applications increasing the City's chances of successfully securing funding.</p>

Objective	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
<p>4. Identify and advocate for issues important to Oshawa, improving inter-governmental relations, and liaising and working with community stakeholders, public sector partners and municipal associations</p>	<p><b>Goal:</b> Accountable Leadership</p> <p><b>Theme:</b> Develop and Leverage Relationships</p> <p><b>Strategy:</b> 1</p>	<p>Infrastructure Investment Reserve Fund Debt Management Revenue Sources Operating Costs</p>	<p>A listing of Oshawa issues has been linked to the appropriate provincial Ministry(ies), with Corporate Leadership Team members to be assigned as leads, with the goal of strengthening and building intergovernmental relations.</p>

# Office of the City Manager Business Plan Spring Update 2017

In relation to the Oshawa Strategic Plan

Objective	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
<p>5. Continue to report on opportunities for continuous improvement utilizing a variety of approaches including Lean methodology.</p>	<p><b>Goal:</b> Accountable Leadership</p> <p><b>Theme:</b> Our Corporate Culture Demands Excellence and Respect</p> <p><b>Strategy:</b> 5</p>	<p>Operating Costs</p>	<p>A continuous improvement framework is in place that is strengthening and building the linkages and interrelationships between a number of key corporate initiatives including the Oshawa Strategic Plan, Financial Strategy, Lean, internal audit, risk management, service reviews, business planning and the annual budget process.</p>

Objective	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
<p>6. Work with Council to ensure a focus on core programs and services at appropriate service levels.</p>	<p><b>Goal:</b> Economic Prosperity and Financial Stewardship</p> <p><b>Theme:</b> Responsible Taxation</p> <p><b>Strategy:</b> 3</p>	<p>Operating Costs</p>	<p>A report will be going to Council June 26<sup>th</sup> that will address the linkage and interrelationship of service reviews and service levels to the City's continuous improvement framework.</p>

## Office of the City Manager Business Plan Spring Update 2017

In relation to the Oshawa Strategic Plan

Objective	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
7. Roll out the Performance Management program	<p><b>Goal:</b> Accountable Leadership</p> <p><b>Theme:</b> Our Corporate Culture Demands Excellence and Respect</p> <p><b>Strategy:</b> N/A</p>	N/A	<ul style="list-style-type: none"> <li>Finalized process and e-tool for new ACTivate Performance Program.</li> <li>Identified pilot groups to test process and e-tool from each department, covering all levels and bargaining units.</li> <li>Launched program pilot project, held from May 8/17 to June 9/17.</li> </ul>

Objective	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
8. Collective Bargaining with CUPE Local 251 (Inside Workers) and Local 3760 (Crossing Guards) □	<p><b>Goal:</b> Accountable Leadership</p> <p><b>Theme:</b> Our Corporate Culture Demands Excellence and Respect</p> <p><b>Strategy:</b> N/A</p>	Operating Costs	<ul style="list-style-type: none"> <li>Bargaining underway with CUPE Local 251 – conducted four days in May and two more days to be scheduled.</li> <li>Bargaining with CUPE Local 3760 to be scheduled for fall 2017.</li> </ul>

## Office of the City Manager Business Plan Spring Update 2017

In relation to the Oshawa Strategic Plan

Objective	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
9. Begin our journey to develop an organizational (internal) Diversity and Inclusion plan	<p><b>Goal:</b> Social Equity</p> <p><b>Theme:</b> Enrich Our Community Through Diversity</p> <p><b>Strategy:</b> 1</p>	N/A	<ul style="list-style-type: none"> <li>Partnered with Recreation &amp; Culture Services and UOIT to begin community and internal plan development.</li> <li>Staff, community agencies, public and City Council consultations held from February to May 2017.</li> <li>Plan to be drafted summer to fall 2017.</li> </ul>

Objective	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
10. Continue to work with KPMG to revise and implement the corporate risk management framework.	<p><b>Goal:</b> Accountable Leadership</p> <p><b>Theme:</b> Our Corporate Culture Demands Excellence and Respect</p> <p><b>Strategy:</b> 5</p>	Operating Costs	The Corporate Leadership Team has been working with KPMG, the City's internal auditor, to revise and implement the corporate risk management framework. The framework will be in place by the end of 2017.

# Office of the City Manager Business Plan Spring Update 2017

In relation to the Oshawa Strategic Plan

Objective	Relationship to Oshawa Strategic Plan	Relationship to Financial Strategy	Status
<p>11. Work with the Region of Durham and Oshawa Municipal Law Enforcement and Licensing Services to establish a system of parking administrative monetary penalties for Regional Roads in Oshawa.</p>	<p><b>Goal:</b> Accountable Leadership</p> <p><b>Theme:</b> Our Corporate Culture Demands Excellence and Respect</p> <p><b>Strategy:</b> 1.</p>	<p>Operating Costs</p>	<p>Legal Services has engaged Regional Legal Services in preliminary discussions respecting the mutual benefits and proposed strategy.</p>