

Action Implementation Timeline

Green boxes indicate project start time

Action #		2023 Q4	2024 Q1	2024 Q2	2024 Q3	2024 Q4	2025 Q1	2025 Q2	2025 Q3	2025 Q4	2026 Q1	2026 Q2	2026 Q3	2026 Q4
Ref. 1a1	Create and implement a comprehensive onboarding program through the newly developed H.R. Strategy.	Green	Grey											
Ref. 1a2	Explore the opportunity to realign the responsibilities of the city switchboard to Police Services (they currently have 2FTE dedicated to administrative phone answering)				Green									
Ref. 1a3	Review Parks Operations and Public Works to find and provide corporate benefits through process and staffing synergies, including mandatory annual joint work plan meetings.		Green	Grey	Grey	Grey								
Ref. 1a4	Create a Standard Operating Procedure for overtime.			Green	Grey									
Ref. 1a5	Assess the provision of Civil Marriage Services, including revenue generated by civil marriages and recommendations regarding the administration of Short Term Rentals, as part of the one-year review of Short Term Rentals				Green	Grey								
Ref. 1a6	Implement a culture of Continuous improvement using LEAN to proactively and routinely assess processes, programs, and services to maximize performance outcomes with the goal of reviewing two per year.			Green	Grey		Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey
Ref. 1b1	Maximize opportunities to integrate Microsoft Teams throughout the corporation to coordinate project management, operations, and communications.			Green	Grey		Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey
Ref. 1b2	Implement Project and Change Management Templates through the utilization of standard tools (RACI) and practices for all project leads and other appropriate levels of the organization.									Green	Grey	Grey	Grey	
Ref. 1b4	Complete the Customer Service Strategy				Green	Grey	Grey	Grey						
Ref. 1c1	Implement a term of council hiring freeze for net new positions, conditional upon new positions being presented to Council for approval, coordinated with developing a longer-term succession management plan	Green												
Ref. 1c2	Complete the H.R. Market Review to update Job Descriptions for people leader roles i.e., Directors, Managers, Supervisors, to include positional competencies		Market Review			JD'S AND CORE COMPETENCIES								
Ref. 1c3	Evaluate Employee Benefits		Green	Grey	Grey									
Ref. 1c4	Develop a Compensation Policy					Green	Grey							
Ref. 1c5	Develop a business case to analyze moving from a Bylaw compliance model to a proactive enforcement approach.							Green	Grey					
Ref. 1d1	Complete Fleet Management Strategy including streamlining and standardizing current fleet management practices within the City;	Green	Grey	Grey										
Ref. 1d2	Extend Automatic Vehicle Locator to all applicable vehicles			Green	Grey	Grey								
Ref. 1d3	Investigate on-vehicle data for reporting			Green	Grey	Grey								
Ref. 1d4	Add vehicle logs to document vehicle usage and allow distribution of costs to the benefitting departments, and determine if there is the capacity for a particular unit to be eliminated or shared			Green	Grey	Grey								

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Ref. 2a1	Investigate cloud-based solutions that will advance the IT needs assessment timeline for a digital timecoding solution that is integrated with Asset Management, Work Order, and HRIS systems.							Green	Grey	Grey	Grey			
Ref. 2b1	Review mobile technology options to inform the IT Needs Assessment work when determining cloud-based software to ensure compatibility and integration.							Green	Grey	Grey	Grey			
Ref. 2b2	Identify manual processes through the outcomes of Opportunity 1A6 that could be digitized through the use of mobile technology.			Green	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey
Ref. 2b3	Determine policy requirements for the use of mobile technology					Green	Grey							
Ref. 2b4	Implement Cloudpermit across the organization to enable mobile technology options for Building, Planning, Bylaw, Engineering, Licensing etc.	Green	Grey	Grey	Grey	Grey								
Ref. 3a2	Undertake a review of the classification of parks and sports fields, the service level for each, and the associated operating and maintenance costs.			Green	Grey	Grey								
Ref. 3a3	Develop a business case that analyzes the opportunity to reorganize the Library, Tourism and TTAG entrance to create a shared reception/customer service location.					Green	Grey	Grey	Grey					
Ref. 3a4	Utilization of Municipal Accommodation Tax (MAT) proceeds to reduce and offset Tourism, TTAG, and Events tax levy requirements.			Green	Grey	Grey	Grey	Grey	Grey					
Ref. 3a5	Complete the city-wide conversion to radio water meters by 2027.	Green	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey
Ref. 3a6	Increase and expand the use of online services to enhance opportunities for the public to access services when and where they need to e.g Virtual City Hall, Perfectmind, Cloudpermit		Green	Green	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey
Ref. 3b1	Request a dedicated task force or committee at Grey County that is mandated to identify cost-sharing or restructuring opportunities within lower-tier municipalities, Create a similar governance model at the municipal level to support this initiative.	Green												
Ref. 3b2	Document services that are used by non-residents where there are partnership agreements in place and determine service level and cost of service provision.		Green	Grey										
Ref. 3b3	Develop a policy that would be applied in developing new partnerships and service delivery agreements or in renegotiations to ensure Council direction with respect to mandate and negotiation principles are applied.		Green	Grey	Grey	Grey								
Ref. 3b4	Through Intergovernmental Relations request the Province to review the role of Upper-Tier municipalities in providing such services as; policing, waste management, and water and wastewater to avoid unnecessary costs and duplication among lower-tier municipalities within the designated Upper-Tier boundary.	Green	Grey	Grey										
Ref. 3b5	Build a business case that can be shared with the Province to review critical funding needs for Court Security and OMPF and the Assessment Review Board		Green	Grey										

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Ref. 4a1	Establish KPIs and revenue targets for all city divisions as part of the annual budget process with variations depending on areas that are rate funded (water/wastewater), user pay (building/waste management) or traditional and discretionary service areas (cemetery/events).	Green	Green	Grey	Grey	Grey	Grey							
Ref. 4a2	Explore a business case for a dedicated staff position focused on grants applications and reporting.							Green	Grey					
Ref. 4a3	Strengthen the Annual Workplan Process to develop an organizational Business Plan to align with the Strategic Plan.			Green	Grey	Grey	Grey							
Ref. 4b1	Review services offered and analyze the cost-benefit ratio of increasing costs in order to recover fees for usage of compost site.	Green												
Ref. 4b2	Prepare a Business Plan specific to the Compost site for Committee, including identifying potential partnerships/cost-sharing with neighbouring municipalities.	Green												
Ref. 4b3	Continue to monitor the (compost) site to determine trends in demographics, time/day of use, etc.	Green	Grey	Grey	Grey	Grey	Grey	Grey	Grey	Grey				
Ref. 4c1	Review and catalog the current agreements the City has entered into with various user groups – financial and operational.						Green	Grey	Grey					
Ref. 4c2	Create a policy that will, at the time of new/renewal of Agreements the agreement updated with a report to Council and identifies: alternative methods of service delivery, cost of the agreement, and negotiating parameters.				Green	Grey	Grey							
Ref. 4c3	Develop a revised process for the annual fees and charges update to standardize the review and ensure that each fee is reviewed annually with opportunities for revenue generation. Identify the cost-of-service provision or clearly identify the subsidy being provided for all items within the fees and charges schedule in a phased approach.							Green	Grey	Grey				
Ref. 4c4	Implement a policy that requires any service that is dependent on user fees (e.g. Transit, Waste, Building) to incorporate an annual fee review as part of the annual budget process.											Green	Grey	Grey
Ref. 4c5	Develop and implement a formal Sponsorship and Naming Rights policy							Green	Grey	Grey				
Ref. 5a1	Implement a Project Management System to replace the current Microsoft Excel-based process with a purpose-built solution that will provide Customized Reports based on identified needs and best practices.	Green	Grey	Grey	Grey									
Ref. 5a2	Develop an allocation policy regarding internal costs to enhance the transparency of gross costs vs. levy requirement costs.							Green	Grey	Grey				
Ref. 5b1	Undertake a review of winter maintenance including sidewalks to determine an appropriate level of service vs. cost which includes the actions recommended by MNP	Green	Grey	Grey	Grey	Grey	Grey							
Ref. 6.1	Investigate the notion of striking a committee or task force that could lend to the importance and governance of the Strategic Plan. The timing would align itself well as the City moves forward in 2023 with the creation of the Owen Sound 2050 Strategic Plan that will be set as a guiding document for successive Term of Council Priorities.		Green											
Ref. 6.2	Strengthen the annual work plan process to develop an organizational business plan to align with the Term of Council Priorities.				Green	Grey								
Ref. 6.3	Provide a report on an Operational Review Team, consisting of Council and staff members, to provide oversight of the Service Review Priority Opportunity Action Plan as part of the Board and Committee Housekeeping Report	Green												