

CK Plan 2035 Advisory Committee Meeting Minutes

March 20, 2019 - 5:30 to 7:30 p.m.
Council Lounge, 2nd Floor Civic Centre, Chatham

Attendance: Darrin Canniff ☒ Melissa Harrigan ☒ Joey Cycles ☒
Amy Finn ☒ Stephanie Dries ☒ Robb Nelson ☒
Marjorie Crew ☒
Administrative Support: Don Shropshire ☒ Karen Loney ☒

MINUTES

1. Call to Order

Call to order was completed at 5:38 p.m.
Welcome and introductions were completed.

2. Declaration of Pecuniary Interest (Direct or Indirect) and the General Nature Thereof

None

3. Approval of Agenda

Moved by Amy, seconded by Robb – approved.

4. Approval of Minutes

Moved by Robb, seconded by Joey – approved, all in favour.

5. Administration Update

Overview of why a measurement system / framework is needed?
What represents the most important things to measure and cost benefit

6. Council Strategic Session to set term priorities update

Council Strategy

7. Monitor Strategic Progress

- Don't measure noise
- Only measure what you are going to do
- Know the difference between outputs and outcomes
- Measure what the community wants; number of people who can get to work on the bus versus
- how you choose to communicate the information; make the information easy accessible – people are not doing a research project on this; important to consider the target group
- Measure what is important to people
- There is no right or wrong; it's what is best for each community but there are common items that will be done

Reviewed the following Municipal Measurement System / Framework

- Region of Peel
- Thunder Bay
- City of London

See Attachments A, B, C

Summary of each Municipality

Regional Municipality of Peel – [Strategic Plan 2015-2035](#)

The 20-year vision for Peel is "Community for Life." The Strategic Plan has a 20-year outlook and will be fulfilled in stages. This allows Peel to plan across multiple Terms of Council. Community for Life is a place where everyone enjoys a sense of belonging and has access to the services and opportunities they need to thrive throughout each stage of their lives.

Vision: Community for Life

Mission: Working with You to create a healthy, safe and connected community

Values: Our Regional Values define how we work together and drive our daily interactions and decisions.

Focus Areas

1. Living. People's lives are improved in their time of need
2. Thriving. Communities are integrated, safe and complete
3. Leading. Government is future-oriented and accountable

REGIONAL SERVICE DASHBOARD

Peel tracks progress towards our outcomes for each of their services using a number of different metrics. For some of our services, they have targets and measures that they use for tracking as identified by green or red circle indicators, and for others, they measure important service outputs delivered across their community as identified by half complete indicators. **Each metric has a service outcome and stated performance.**

2015-2018 TERM OF COUNCIL PRIORITIES

During the four-year Term of Council, the Region of Peel is focused on 11 priorities. These include 3 Living priorities, 5 Thriving priorities and 3 Leading priorities. Each priority has an outcome, measurement, stated importance, and updates.

20-YEAR OUTCOME PROGRESS DASHBOARD

Peel measures progress towards the long-term outcomes by tracking key indicators for the Peel community. They use symbols to denote if measure is trending or not trending in desired direction or if there's not enough historical data at this time. Each indicator describes the importance, how it is measured, and the progress

City of Thunder Bay – [2015-2018 Strategic Plan](#)

This Strategic Plan identifies City Council's goals for the next 10 years, under four pillars, together with strategies and actions to further the goals. It also sets out the Vision, Mission, and Principles that will guide our actions.

Vision: Thunder Bay: Healthy, Vibrant, Connected, Strong

Mission: Quality services and community leadership

Principles. We believe in:

Economic growth and innovation; Effective partnerships; Regional responsibility; Infrastructure investment and renewal; Encouraging and promoting the private sector; Informed and involved people; Safe and accessible neighbourhoods; Cultural diversity, respect and inclusiveness; Economic, environmental and social responsibility; Fiscal accountability and sustainability.

Four Pillars

- LIFESTYLE. A High Quality of Life - 6 Goals
- ENVIRONMENT. A Cleaner, Greener, More Beautiful & Proud Thunder Bay - 4 Goals
- ECONOMY. A Prosperous & More Diversified Economy – 6 Goals
- GOVERNANCE. Recognized as a Best-Run City – 5 Goals

Structure

- Pillars, Strategies, Actions

Indicators of Success

- Indicators developed under each pillar.
- Each indicator has a definition, the measurement with corresponding year, frequency of reporting, the data source, and direction of trend (unchanged/neutral, positive, negative).
- Desired trends are linked to the success of satisfying each strategy and actions under each pillar.

Reporting Progress

- Actual Trends
- Strategies (Achieved, Ongoing, Off Target, Deferred)
- Actions - % Complete

City of London – [2015-2019 Strategic Plan](#)

Vision: A leader in commerce, culture, and innovation – our region’s connection to the world.

Mission: At Your Service – a respected and inspired public service partner, building a better city for all.

Values: Individual Responsibility, Collective Accountability, Collaboration, Innovation

Strategic Areas of Focus

1. Strengthening our Community
2. Building a Sustainable City
3. Growing our Economy
4. Leading in Public Service

Structure

- Strategic Area of Focus
- Strategy
- Actions

Reporting Mechanisms

- Semi-annual reporting on the implementation of the strategic plan (status indicators)
 - **Milestones:** for each strategy in Council’s Strategic Plan, a list of planned future-facing milestones have been established. These identify the key deliverables for each strategy. Some milestones repeat themselves under more than one strategy. The reader may wish to go directly to a specific strategy, therefore it is important to lay out the milestones for each strategy regardless if they repeat.
 - **Target Date:** a target completion date has been set for each milestone, expressed as the last day of each quarter and year. In cases where the milestone must be hit on an annual basis (for example, preparing an annual report), the target end date is December 31, 2019 (the Strategic Plan end date).
 - **Status:** each milestone has been assigned a status indicator to help define progress towards implementation. There are four status indicators in total: completed, on target, caution or below plan. Please see the legend below for definitions of status indicators.
 - Complete: Milestone is done with no ongoing tasks
 - On Target:
 - Milestone is ongoing or completed annually; or
 - Milestone is on target to be completed by target end date
 - Caution:
 - Milestone is delayed by 1 quarter; or
 - Milestone may not be completed by target end date
 - Below Plan: Milestone is delayed by 2 quarters or more
 - **Variance:** in some cases milestones have been delayed due to shifting priorities or emerging circumstances. In these cases a variance explanation has been provided.

- Accomplishments: high-level accomplishments have been included in this report and will be used to populate the content for the 2016 Report to the Community.
- Accountability: the City Service Area accountable for each “How are we doing it?” is identified in brackets in the same column.
- Report to the Community
- Performance Report
 - The purpose of the Performance Report is to answer the question, “Did we do what we set out to do?” The Performance Report tracks performance on an annual basis, as well as over the lifespan of the Strategic Plan. The annual Performance Reports serve as the foundation for the Impact Assessment, completed at the end of each Strategic Planning cycle/Council term.
 - Each Service Area reported their results for 2015, 2016, and 2017. Using 2015 as the baseline reporting year, the data reported on each metric was analyzed to understand the number and percentage change for each year. Results from each Service Area were entered into Performance Report, which is organized in alignment with the structure of the 2015 – 2019 Strategic Plan, including strategic area of focus, sub-strategic area of focus, and strategy. The Performance Report captures the following data points:
 - Actuals from 2015;
 - Targets for 2016 and 2017;
 - Actuals for 2016 and 2017;
 - The difference between the targets and actuals for 2016 and 2017;
 - The number and percentage change between the 2015 actuals and 2016 and 2017;
 - Success stories from 2016 and 2017;
 - Challenges experienced in 2016 and 2017;
 - Solutions to be implemented to address the challenges experienced; and
 - Data limitations experienced.
- Impact Assessment
 - The Impact Assessment answers the question, “How has London changed as a result of the implementation of the Strategic Plan?” The impact assessment examines individual results from all service areas, agencies, boards, and commissions to analyze the impact of the strategies included in the Strategic Plan over the life of the Plan.
 - The Impact Assessment is a companion document to the Performance Report. The Performance Report answers the question, “Did we do what we set out to do?” Performance reports are prepared on an annual basis, while the Impact Assessment is completed at the end each strategic planning cycle (Council term).
 - Each Service Area reported results for 2015, 2016, and 2017. Using 2015 as the baseline reporting year, the data reported on each metric was analyzed to understand the number and percentage change for each year, as well as the cumulative change across all three years. In addition to quantitative data, qualitative data was also examined.
 - Results from each Service Area were entered into the Strategic Plan Measurement Framework. This way, data could be examined by the results of all Service Areas contributing to an individual strategy. By examining data in aggregate, it was possible to determine the results of the implementation of the strategies found in the Strategic Plan.
 - While all quantitative data provided by each Service Area was analyzed, not all data points have been included in this report. Similarly, not all qualitative data available was included. Results were included based on their contribution to, and alignment with, key findings within each outcome.
 - Definitions
 - Outcome: The intended change in the lives of individuals, families, organizations, and/or the community accomplished through the implementation of the Strategic Plan.

- How Do We Know?: Highlights data points found in the Evidence of Impact section by using an infographic format.
- Evidence of Impact: Includes quantitative and qualitative data that demonstrates impact has been achieved as a result of the implementation of the corresponding strategy. Data is organized through a series of key findings.
- Little To No Evidence Of Impact: Outlines the strategies that had no associated quantitative measures or targets in the Strategic Plan Measurement Framework. Many strategies did have some additional corresponding quantitative or qualitative data to demonstrate impact, and this is noted within this section.

Discussion:

- What actions need to be taken to get to the 2035 goals; how can the committee help champion this as it is a gap in the CK Plan?
- Use SMART goals
- Need the score card of where we were, where we are currently and where we want to be
- CK Plan on website showcases some gaps, example 1.3, “Do you know of any community initiatives that is planned or currently being implemented that will assist this goal, if so please contact us.”
- When people are presenting they should link the purpose to the CK Plan
- Does some of the text on the website inspire progress; such as
 - The Municipality of CK does not have a lot of direct control over the progress indicators for CK Plan, but working with our community partners, we can make progress in our ‘Areas of Strategic Focus”
 - Infographics inspire and are quick to read
- Need to ensure pages are updated and relevant
- Recommended to do less and do it accurately
- Look at number of hits on the website
- Could youth provide insights into how to make the website better?
 - Opportunity to partner with Council’s youth advisory committee
- Compare indicators from other plans
- Consideration of indicators;
 - Communication power
 - Data proxy
- Important to showcase how we are doing
- Role of the committee is to help set a framework on how to identify progress
- Important to set targets so community can be a part of it

ACTION: Karen to ask number of hits to page

ACTION: Staff to review and clean up the CK Plan website

8. New Business

None

9. Review of Action Items

- Karen to look at number of hits to CK Plan website
- Staff to review and clean up the CK Plan website

10. Non-Agenda Items

None

11. Time, Date and Place for Next Meeting

Wednesday, April 24 from 5:30 p.m. – 7:30 p.m.
Chatham-Kent Civic Centre, 315 King Street West, Chatham, Ontario
Room 212, Second Floor

12. Adjournment

Motion to adjourn the meeting; moved by Amy, seconded by Robb – all in favour.
The meeting was adjourned at 7:38 p.m.



2015-2035 Strategic Plan

<https://www.peelregion.ca/strategicplan/>

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Community for Life is a place where everyone enjoys a sense of belonging and has access to the services and opportunities they need to thrive throughout each stage of their lives.

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Measurement System

<p>Regional Service Dashboard</p>	<p>Track progress towards our outcomes for services using a number of different metrics.</p> <p>Each metric has a service outcome and stated performance. Progress identified by symbols for targets, measures, and service outputs.</p>	
<p>20XX-20XX Term of Council Priorities</p>	<p>During 2015-2018, Region of Peel focused on 11 priorities within the priorities of Living, Thriving, and Leading and how it connects with 20-year outcomes.</p> <p>Each priority has an outcome, measurement, stated importance, and updates.</p>	
<p>20-year Outcomes Progress Dashboard</p>	<p>Measure progress towards the long-term outcomes by tracking key indicators for the Peel community.</p> <p>Uses symbols to denote if measure is trending or not trending in desired direction or if there's not enough historical data at this time.</p> <p>Each indicator describes the importance, how it is measured, and the progress</p>	



2015-2019 Strategic Plan

<https://www.london.ca/city-hall/Civic-Administration/City-Management/Pages/Strategic-Planning.aspx>

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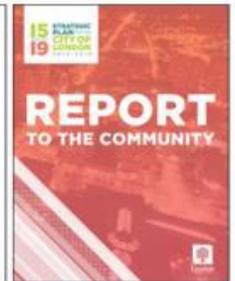
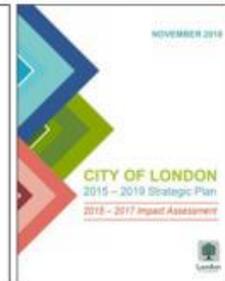
Measurement System



Reporting and Results



Status Indicators
Complete, On Target, Caution, Below Plan



CITY OF Thunder Bay Superior by Nature **2015-2018 Corporate Strategic Plan**

<https://www.thunderbay.ca/en/city-hall/strategic-plan.aspx>

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Thunder Bay: Healthy, Vibrant, Connected, Strong

Mission:
Quality services and community leadership

Principles:
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Measurement System



Indicators of Success

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Progress Reporting

