
Subject: Shape Niagara – Corporate Implementation Plan

Report to: Regional Council

Report date: Thursday, August 15, 2019

Recommendations

That the Corporate Implementation Plan drafted by the Corporate Leadership Team to action Niagara Region's 2019-2022 Council Strategic Plan found in Appendix 1 of Report CAO 09-2019 **BE APPROVED**.

Key Facts

- On June 20, 2019, Regional Council approved the 2019-2022 Council Strategic Plan through report CAO 07-2019.
- A strategic plan has no true value without an action plan to implement the priorities and objectives that it identifies. The Corporate Implementation Plan, outlined in Appendix 1 of this report, will serve as staff's workplan to action the priorities approved by Council for the next several years.
- At the May 11th Council strategy planning workshop, members of Council had an opportunity to identify potential actions for consideration in the development of the implementation plan. Appendix 2 of this report outlines these actions.
- This strategic planning process has strived for transparency and accountability to the public. The Strategic Plan, resulting Corporate Implementation Plan, progress updates and the performance dashboard, which will be re-aligned to the new strategy, will be available to the public as they are created or updated on the Region's webpage at www.niagararegion.ca/priorities.

Financial Considerations

While there are no direct financial decisions associated with this report, projects approved as part of the implementation plan will go through the appropriate annual budget planning process. This does not apply to projects or portions of projects that have already been approved through a previous budget or approval of Council.

Some initiatives included in the following table have been identified within the recent budget planning process, as presented to Budget Review Committee, to illustrate the potential levy impact estimated for the 2020 budget. The table below is presented to Council to clarify that approval of this implementation plan (containing projects above and beyond those already reported to Council) could have further financial impacts and

considerations for the 2020 budget. Any incremental need or new initiatives with a 2020 financial impact will be discussed with the 2020 detailed budget deliberations.

	Council Report	Levy Amount (M\$)	Levy Increase %
Previously identified reports			
Suicide Prevention Initiative	PHD 8-2019	0.200	0.05%
Niagara Airports	CAO 04-2019	2.240	0.61%
Waterfront Investment Program – Base funding	CSD 40-2019	1.000	0.27%
Smarter Niagara Incentive Program – Base funding	CSD 40-2019	0.600	0.16%
Brock LINC request for funding	ED 9-2019	1.500	0.41%
Niagara Regional Transit - phase in cost	CSD 40-2019	6.213	1.70%
NRPS 2019 position hiring deferral	BRC-C 7-2019	0.706	0.19%
Long-Term Care Home Redevelopment capital funding	COM 32-2019	5.899	1.62%
GO implementation		TBD	TBD
EMS Central Hub capital funding	CSD 40-2019	0.390	0.11%
Potential request to-date		\$18.748	5.12%

Analysis

The Strategic Planning Process

Regional Council's 2019-2022 Council Strategic Plan was aligned with the following strategic planning process:

1. Environmental Scan - A typical strategic planning process begins with an environmental scan of internal and external factors, captured in *Shape Niagara "Setting the Stage for Strategy"*. This scan included significant stakeholder consultation as summarized in the *Shape Niagara "What We've Heard"* report. These reports were presented to Council through CAO 03-2019 on April 4, 2019.
2. Defining the Strategy - Following a review of the current state is the opportunity to identify the vision for the future, and to define the priorities and objectives that will allow the organization to reach that vision.
3. Implementation Plan – An implementation plan is developed which will identify the actions required to realize the priorities and objectives.

4. Monitor & Measure Success - The last stage of the strategic planning process is to monitor and evaluate progress towards those goals. Staff will work to re-align the public dashboard and prepare measures of success for the strategy upon finalization of the implementation plan.

Through the approval of the Corporate Implementation Plan in Appendix 1 of this report, Niagara Region will accomplish step 3 of this planning process.

Corporate Implementation Plan

The Corporate Implementation Plan was created by the Corporate Leadership Team (CLT) to execute the objectives identified by Council through the approved strategy. CLT went through a process to identify two layers of activity to action Council's strategy. The main component of the implementation plan identifies Priority Projects, which are larger scale, strategic projects that are aligned to one or more of Council's priorities. The objectives and anticipated outcomes of each project have been identified to articulate how the proposed projects will move Council's priorities forward. A second component of the implementation plan identifies complementary actions or activities that also support moving Council's priorities forward. These actions are focused more around core service delivery or initiatives that drive Council's plan on a more day-to-day level.

It is important to note that the Region provides many core services that may not be reflected in the implementation plan, and this does not diminish the importance of these services. The implementation plan serves to call forward strategic, high level projects and complementary actions that will drive progress in the areas which need extra attention as deemed by Council, and informed through community consultation, for the four year term.

At the May 11th Council strategy planning workshop, members of Council had an opportunity to identify potential actions for consideration in the development of the implementation plan. The majority of these ideas have been included in the implementation plan, or addressed in Appendix 2 of this report.

Following the approval of the Corporate Implementation Plan, staff will move forward to execute the projects in the plan. While approval signals an absolute direction of Council, this implementation plan will be a flexible document, allowing for projects or actions to change or be added as new direction is set by higher levels of government, as new opportunities present themselves across the term, or by other influencing factors. Any changes would be submitted back to Council for final approval.

Next Steps

Upon approval of the Corporate Implementation Plan, staff will move to complete step 4 of the strategic planning process by identifying measures of success and re-aligning Niagara's public facing Performance Dashboard to the new strategic plan. Projects approved as part of the implementation plan, termed Council's Priority Projects, will be more fully defined with milestones and outcomes, and will be brought back to Council through regular progress reporting. It is the intent to provide Council with bi-annual updates on the results of Priority Projects.

Alternatives Reviewed

The content of the Corporate Implementation Plan is directly aligned to the direction set by Council through the approval of the 2019-2022 Council Strategic Plan on June 20, 2019. The creation of an implementation is required in order to enact Council's strategy, and as such, no other alternatives were considered.

Relationship to Council Strategic Priorities

This report aligns directly with the new strategic priorities set by Council for the 2019-2022 term.

Other Pertinent Reports

- CAO 7-2019 Shape Niagara Council Strategic Plan
- CAO 3-2019 Shape Niagara Council Strategic Planning
- CAO 19-2018 Shape Niagara – What We Heard
- CAO 17-2018 Council Strategic Priorities 2015-2018 Term in Review
- CWCD 128-2018 Shape Niagara Public Open Houses
- CAO 06-2018 Shape Niagara
- CAO 02-2015 Regional Council Strategic Priorities 2015-2018

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Appendices

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