

14 2011–2015 STRATEGIC PLAN

The Finance and Administration Committee recommends the adoption of the recommendation contained in the following report dated April 26, 2011, from the Chief Administrative Officer.

1. RECOMMENDATION

It is recommended that:

1. Council endorse the development of a 2011-2015 Strategic Plan for consideration in October, 2011.

2. PURPOSE

The purpose of this report is to inform members of Council of the strategic planning process currently underway, its general framework, and timeline for completion.

3. BACKGROUND

The Corporate Strategic Plan translates the critical steps necessary over this term of Council to meet the long-range Vision for the Region

The strategic planning effort of the corporation serves to guide the implementation of the vision contemplated in the long-range planning work of *Vision 2026* and its impending update, *Vision 2051*. The strategic plan is a short term plan focused on the practical and tactical delivery of the critical path necessary for the Region to meet its *Vision*.

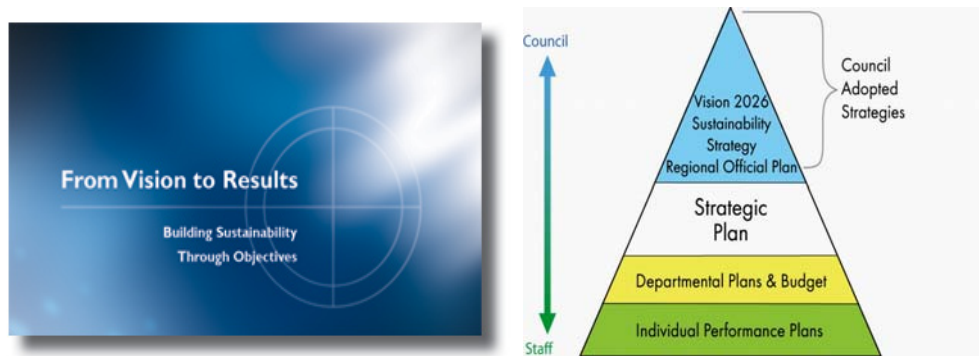


2009-2011 *From Vision to Results* provided a strong foundation

In 2008, the organization undertook its first corporate strategic planning process. *From Vision to Results: Building Sustainability Through Objectives* was created as an interim plan using the Council-endorsed goals, commitments and principles of *Vision 2026*, the *Regional Official Plan* and the *Sustainability Strategy* as its basis.

From Vision to Results marked the Region's first corporate-wide plan that integrated the three pillars of sustainability - Sustainable Natural Environment, Economic Vitality and Healthy Communities, into corporate culture and practice, and extended itself further to include a fourth pillar, Good Government, as a means of recognizing the important role of the organization.

From Vision to Results also served to officially align Regional departments with Council's goals by establishing a hierarchy of planning processes that direct Department plans and budgets, as well as individual performance plans.



From Vision to Results was specifically created to emphasize the priorities of the 2006-2010 term of Council. It is recommended that future strategic plans to meet the following criteria:

- Cover a four-year timeframe starting with each new term of Council
- Set out specific goals and objectives
- Measure and monitor progress
- Link to current operational business and budget planning
- Demonstrate achievements across the organization

The draft strategic planning efforts for the 2011–2015 timeframe are focused on responding to those criteria. The goals and action plans contained in the Strategic Plan (The Plan) will be specific, measurable, achievable, and time-based. The Plan is proposed to include a number of new features, including:

- Indicators of success
- Performance measures

- Timelines and sequencing
- Cost/return on investment
- Priority ranking from critical to low

4. ANALYSIS AND OPTIONS

A strategic planning process typically involves four phases: Data Gathering; Strategic Direction; Action Planning; and Monitoring and Reporting. The following outlines the purpose of each phase, including the timeframe for completion.

Phase 1: Data Gathering (January 2011 – June 2011)

The purpose of this phase is to gain a comprehensive understanding of the environment, both external and internal to the organization, in which the organization could expect to find itself executing The Plan. External factors, such as economic, social, political, technological, environmental, and legal are assessed in order to build into The Plan a level of risk and uncertainty and thereby increase its chance of success by either leveraging from those areas in our favour, or securing against those that are not. Internal scanning involves a detailed assessment of the organization's internal operating environment, identifying strengths and weaknesses, efficiencies and effectiveness and priority areas for improvement.

This phase also includes gathering the commitments of previous terms of Council that extend into this term of Council, such as those in the *Regional Official Plan*, the various Master Plans, Affordable Housing and other critical strategies. This phase of the planning process is important as it sets out the reality in which the goals and actions will be crafted and obtained. This work will be completed by the end of June.

Phase 2: Strategic Direction (May 2011 – June 2011)

The purpose of this phase is to establish the main goal areas of focus for the Strategic Plan. The goal areas set out in *From Vision to Results* were developed three years ago using the goals and theme areas of *Vision 2026*, the *Regional Official Plan*, and the *Sustainability Strategy*. These documents remain pertinent for the drafting of a 2011-2015 Strategic Plan. They will be reviewed against the backdrop of the external and internal scans to either confirm their relevance to current issues and trends, or to make necessary changes. The goal areas in the interim plan were as follows:

- Create economic opportunity now
- Concentrate on building caring communities
- Adopt better ways to move people, goods and services
- Maintain our healthy environment
- Continue to practice responsible planning
- Exemplify good government

This phase will also include the development of prioritization criteria to guide the action planning that will take place in Phase 3. This work will be completed by the end of June.

Phase 3: Action Planning (May 2011 – August 2011)

This phase focuses on the detailed plans and activities necessary to achieve the desired progress set out in each of the strategic goal areas. This phase also includes the setting of key milestones in each of the goal areas to guard against not obtaining the goal or shifting resources should the goal area be progressing faster than anticipated. Performance measures and key indicators will be set out in this phase, along with a timeline for delivery of the action and any sequencing of activities that might be necessary. This phase includes a costing exercise that will be linked to the annual budget process.

Phase 4: Monitoring and Reporting (Fall 2011)

Phase 4 is the release of the final Strategic Plan for implementation. It is at this stage that the strategic planning process shifts from development of the plan to monitoring and reporting on its progress; a reporting timeline will be included as part of the final strategic plan. The 2011–2015 Strategic Plan is planned to be presented for Council's consideration in October, 2011.

The Region employs a number of efficient and effective processes to ensure the successful delivery of programs and services to its citizens. The Strategic Plan is a critical piece in the enhancement of the business planning and budget process to further ensure that taxpayer dollars are being put in the right place at the right time.

5. FINANCIAL IMPLICATIONS

The costs associated with developing the plan are absorbed through the existing staff compliment. The cost to implement the Plan is being contemplated throughout its development; however, actual costs associated with the delivery of the actions contained in the Plan will be deliberated through the Region's annual budget process.

6. LOCAL MUNICIPAL IMPACT

A scan has been done of the strategic plans available in the local municipalities (*See Attachment #1*). These will be used to ensure that the Region's strategic plan aligns with our local plans.

7. CONCLUSION

The strategic planning effort of the organization guides the implementation of the vision contemplated in the long-range planning work of *Vision 2026*, soon to be updated with *Vision 2051*. The work undertaken to develop the 2011–2015 Corporate Strategic Plan

sets the critical path necessary to make progress towards this vision. The Plan will be complete in October of 2011 and will include a detailed course of action for the corporation for the remaining term of Council, including goal areas, prioritized action plans, performance measures, success indicators and timelines for delivery.

For more information on this report, please contact Heather Beirsto, Program Manager at Ext. 1230.

The Senior Management Group has reviewed this report.

(The attachment referred to in this clause was included in the agenda for the May 5, 2011 Committee meeting.)

Environmental Scan of Strategic Plans

Municipality	SP (Council)	Title	Details	SP (Corporate)	4-year	Contact
Aurora	✓	"Shaping Aurora's Future: Aurora's Strategic Plan" Update 2006	Update from 1993; approved/adopted July 06 (2, 5, 10 year basis) Wasn't endorsed by previous council Update proceeding for completion in 2011	x	x	Anthony Ierullo Manager of Strategic Initiatives 905-727-3123 ext. 4742 aierullo@town.aurora.on.ca
East Gwillimbury	✓	"Strategic Plan: Our Plan, Our Future" November 2005	2011-2014 Strategic Plan in progress	✓	✓	Natasha Denham Corporate Strategy and Communications Coordinator 905-478-4282 ndenham@eastgwillimbury.ca
Georgina	x	Keswick Business Park Sutton/Jackson's Point Secondary Plan		x	x	Sharon LeBlanc Executive Assistant to the CAO 905-476-4301 ext. 302 sleblanc@georgina.ca
Kling	x		"Future 2000" (1995) & held "King Summit" (2005) Plans to develop SP	x	x	Cara Tuch Executive Assistance to CAO 905-833-4015 (direct) ctuch@king.ca
Markham	✓	"Building Markham's Future Together" (council approved)	Markham's Green Print Sustainability Plan will guide implementation for the Action plans Developing Community Sustainability Plan (community vision)	x	x	Meg West Manager, Strategic Initiatives 905-477-3792 mwest@markham.ca
Newmarket	✓	"Bringing Newmarket's Vision into Focus (2005)"	Newmarket Council affirmed Strategic Plan Mission, Vision & Values in the 2005 Strategic Plan. Currently in process of revision strategic plan focus areas. Council establishes yearly strategic priorities which inform the development of the corporate priority-based business plan & budget	✓ (see details)	x - update is under way	Wanda Bennett Director of Corp. Communications 905-953-5300, ext 2041 wbennett@newmarket.ca
Richmond Hill	✓	"A Plan for People, A Plan for Change" (council)	Implementation Plan for Strategic Plan (corporate) [See phone notes]	✓	x	Dan Olding Manager of Grants & Strategic Initiatives 905-771-5505 dolding@richmondhill.ca

Vaughan	✓	"Strategic Plan 2020: Vision 2020"	Strategic Initiative List (Council approved 07) [See phone notes]	✓	✓	Tom Plant Senior Manager of Strategic Planning 905-832-8585 ext. 8231 thomas.plant@vaughan.ca
Whitchurch- Stouffville	✓	"Corporate Strategic Plan: The blue-print for success" March 21, 2006	Strategic Plan has 5 strategic priorities & 18 objectives. The Plan is reviewed & revised with each term of Council & is currently under review	✓	✓	Gary Sumner Mgr. of HR & Strategic Initiatives 905-895-5299 ext 267 gary.sumner@townofws.ca