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VISION 2026: CORPORATE IMPLEMENTATION WORKPLAN

The Planning and Economic Development Committee recommends the adoption of the recommendations contained in the following report, September 16, 2003, from the Commissioner of Planning and Development Services:

1. RECOMMENDATIONS

It is recommended that:

1. Council receive this report on the corporate implementation workplan for Vision 2026.
2. Staff be directed to report back on progress of the corporate implementation workplan in early spring 2004.

2. PURPOSE

The purpose of this report is to provide members of the Regional Planning and Economic Development Committee and Regional Council with an outline of the Vision 2026 implementation workplan to ensure strategic business integration of Vision 2026's broad community based indicators across the corporation.

The proposed workplan focuses on identifying and strengthening the linkages between Vision 2026 and key corporate tools i.e. strategic documents, the Business Plan and Budget, Key Performance Indicators and the individual performance review process.

3. BACKGROUND

As the Region's overarching strategic document, Vision 2026 is intended to guide our daily corporate decisions to ensure the Region's high quality of life now and in the future.

Throughout consultation and during the official launch of Vision 2026 in April of 2002, Regional Council, staff and the residents of York Region emphasized that Vision 2026 should not be 'shelved' but used to guide future initiatives, incorporated into our day-to-day operations, and that progress reports to the public should be provided on a regular basis.

Regional Council directed that these progress reports be submitted on an annual basis. Vision's first annual report on progress, *Towards the Vision* was launched at Regional Council on May 22, 2003.

Towards the Vision makes a commitment that the Region will work to further ensure that all its activities, including strategic initiatives, business planning and our individual

performance processes will continue to align measuring, monitoring and reporting with future Vision 2026 annual reports.

4. ANALYSIS AND OPTIONS

At Regional Council on April 2, 2003, staff were given approval to develop a strategy to better integrate Vision 2026 across the corporation including strategic documents, the business planning and budget process, and performance review.

Since this time, a set of corporate Key Performance Indicators (KPI) have been developed through the CAO's office. It is proposed that this workplan include an analysis of the linkages between *Towards the Vision's* community based indicators and the KPI.

This workplan for implementing Vision 2026 strives to better incorporate Vision's long term goals into our day to day operations by examining existing corporate linkages, measures, monitoring and reporting, along with any short, medium or long term targets, as well as any gaps, in comparison with Vision 2026. The areas that staff will look at as part of this workplan include:

- Corporate Strategic documents
- The Business Plan and related analytical processes.
- The Region's Key Performance Indicators (KPI) initiative.
- Individual Performance Review.
- Investigation of existing and potential corporate short, medium and long term targets.



4.1 Corporate Strategic Documents

There are a number of strategic documents that guide each department's key initiatives on a long-term basis. Staff will review how well these documents align to Vision 2026 by looking at each document's mission statement, current status (i.e. when was the document last updated?), linkages with Vision Goals and Action Areas, existing targets, measures, monitoring and reporting processes as well as any short, medium or long term targets. These documents include strategies like the Regional Official Plan, Transportation Master Plan, Human Services Strategy and the Customer Service Strategy (see Appendix A for a complete list).

Staff will be working to identify Vision 2026 goal areas where there is no corporate strategic plan in existence. In addition, staff be working along with the Vision 2026 Advisory and Steering Committees to develop an approach to preparing longer term or multi-year business plans in order to allow the Region to address the changing pressures that increasing growth and changing demographics will bring over the next 5 to 10 years.

A workshop with Council is proposed in the new year to discuss strategic issues, emerging trends and potential cost implications.

4.2 Business Plan and Budget

Vision 2026 staff are working with the Finance Department to ensure that the Goals of Vision 2026 are reflected in the Business Plan.

Staff are working with the Finance Department through Business Plan, Budget and Capital Templates and instructions to include linkages to Vision 2026 has been included in the 2004 Objectives and Key Work Initiatives section. This process will assist departments in identifying Vision 2026 Goals and Action areas in their business plans.

4.3 Key Performance Indicators

Currently, the Region is working to enhance corporate performance measurement at the operational management level.

The Finance Department is facilitating a process to develop four types of corporate Key Performance Indicators (KPI) including efficiency, service level, community impact and customer service indicators. These indicators will provide a management tool to track actual vs. planned performance and will help align resources and individual performance to meet corporate goals. In the initial stages of this exercise, it appears that the most logical linkage between the corporate key performance indicators and Vision 2026 Community Indicators will be the community impact measures, however staff will continue to work with Finance to determine the best linkages between Vision and KPI.

4.4 Individual Performance Review

Staff have been working with the Human Resources Department to link Vision 2026 with performance review goals and objectives.

This year, staff are preparing a manager's briefing kit to enable discussion of Vision during performance review (non-union staff). In addition, employees will be provided with a concise guide to Vision 2026 and how their everyday work contributes to the implementation of Vision.

It is proposed that integrating Vision 2026 with performance review be refined and formalized for the 2005 process.

4.5 Investigation of existing and potential corporate short, medium and long term targets

Staff will be investigating existing corporate targets within strategic documents and the Business Plan and Budget as well as the need for long-term targets and the usefulness of interim targets (e.g. 1 year, 5 year, etc.) as raised at Committee.

5. FINANCIAL IMPLICATIONS

The impact of integrating Vision 2026 across the organization will be a more efficient, purpose driven organization. The corporate Key Performance Indicators recently developed in conjunction with the Finance Department will help align resources and individual performance to meet corporate goals and providing a potential linkage with selected Vision 2026 Community Indicators. Funds for the Vision implementation workplan are included in the 2003 budget.

6. LOCAL MUNICIPAL IMPACT

The impact of implementing Vision 2026 will also be efficient, accountable service delivery to the residents of York Region.

7. CONCLUSION

In order to ensure the successful implementation of Vision 2026, the Region's key corporate tools, i.e. its strategic documents, business plan, Key Performance Indicators, and individual performance must be aligned to support the Goal and Action Areas of Vision 2026. Vision 2026 staff will continue working in partnership cross-departmentally to better integrate Vision 2026 with these key corporate tools.

It is proposed that a Council workshop be held in the new year to address the approach to strategic plans, emerging issues, pressures and potential resourcing implications.

The Senior Management Group has reviewed this report.

(A copy of the attachment referred to in the foregoing is included with this report and is also on file in the Office of the Regional Clerk.)