



OAKVILLE

REPORT

COUNCIL MEETING

MEETING DATE: MAY 17, 2010

FROM: Strategy, Policy and Communications

DATE: May 7, 2010

SUBJECT: Update on 2007-2010 Strategic Plan for the Corporation of the Town of Oakville

LOCATION: Town wide

WARD: Town wide

Page 1

RECOMMENDATION:

1. That the report dated May 7, 2010 from Strategy, Policy and Communications be received; and
2. That discussion and consideration of the following recommendation be referred to the Council meeting of June 1, 2010.
 - a. That Council approve the following areas of focus for 2011:
 - i. To enhance our natural environment
 - ii. To enhance our economic environment
 - iii. To have programs and services that are environmentally sustainable
 - iv. To continuously improve our programs and services
 - v. To provide outstanding service to our residents and businesses

KEY FACTS:

The following are key points for consideration with respect to this report:

- Over the past four years, Council's 2007-2010 Strategic Plan has provided a blueprint for business planning and budget decision-making.
- Staff provides annual progress reports to Council so Council may track and measure the town's progress and adapt new priorities as necessary. This is the final update for this term of Council.
- The town has delivered on all of Council's strategic priorities from 2007 to 2009. Initiatives and action plans identified to achieve Council's 2010 strategic priorities are underway.
- Staff is proposing the following areas of focus for 2011:
 - To enhance our natural environment
 - To enhance our economic environment

- To have programs and services that are environmentally sustainable
- To continuously improve our programs and services
- To provide outstanding service to our residents and businesses
- The new area of focus for 2011 reflects the town's need to move forward with service delivery improvements that will create a knowledge-driven organization that:
 - Provides the public with both simplified access and choice in how the access services
 - Provides Council and management with the information they need to drive continuous improvement and cost-effective services
 - Supports engaged and knowledgeable employees
- Staff will provide an overview presentation on this item on May 17, 2010. Discussion will be deferred until the June 1, 2010 to provide Council with the opportunity to review and seek public input.

BACKGROUND:

One of the first priorities of this Council in 2007 was to develop a strategic work plan for the corporation. The town's 2007-2010 Strategic Plan is a "mission-driven" strategic plan in which the town's strategic goals are based directly on the Corporation's vision, mission and values. The result is a strategic plan that establishes the Town's vision, mission and values as the framework for both Council decision-making and day-to-day employee choices. Council approved the 2007-2010 Strategic Plan in June 2007 and a mid-term update was completed in 2009 (Appendix A).

Since 2007, Council has met annually to review and measure the progress being made to achieve its strategic priorities, and set Council's areas of focus for the following year. These areas of focus drive the town's annual business-planning and budgeting process, which ensures departmental initiatives are aligned with Council's strategic priorities, and serves as an ongoing reporting tool. In addition, staff provides an end-of-year status update on annual initiatives and proposed action plans for the following year.

The "mission-driven" approach to strategic planning is used by leading business corporations and is endorsed by the Director's College of Canada. Oakville was the first municipal government in Canada to adopt this approach.

COMMENT/OPTIONS:

Developing Council's strategic plan was the first step in the town's integrated planning process. The chart on the following page outlines the key annual processes in place to ensure that the town's business plans reflect Council's

strategic priorities, and Council is able to track and measure the ongoing progress towards achieving its strategic priorities.

Annual Integrated Planning Cycle

Month	Activity
January- March	Survey and Research Activity <ul style="list-style-type: none"> Collect and report to Council on bi-annual Citizen Survey Environmental scanning to identify emerging issues
April- May	Council Annual Strategic Plan Review <ul style="list-style-type: none"> Review implementation progress to date Identify potential adjustments Determine areas of focus for next calendar year
June to October	Departmental Business Planning and Budgeting <ul style="list-style-type: none"> Review public feedback and input Identify actions and measures to achieve Council's strategic directions Align departmental work plans with Council strategic directions
December - January	Budget and Business Plan Approval <ul style="list-style-type: none"> Council approves business plans and budget allocations based on strategic priorities Council identifies items for budget approval that do not align with strategic priorities Strategic Plan Update <ul style="list-style-type: none"> Staff provide final annual report to Council on year-end results and identify proposed actions to achieve strategic priorities for the following year
January-February	Annual TOPS Performance Review <ul style="list-style-type: none"> Review individual contributions to helping Town and departments achieve strategic goals Set individual goals and objectives based on Council's strategic priorities and departmental work plans

Overall, the 2007-2010 Strategic Plan has successfully provided a framework for Council decision-making, resource allocation and employee day-to-day choices. It has united Council and staff with a common vision, mission and values and has been critical to helping the town achieve the high level of success reflected in the town's Citizen Survey and Employee Engagement surveys.

Key results from the 2009 Citizen Survey show that citizen satisfaction with the town is positive and stable. Overall, citizen satisfaction is very strong for town services at 88 per cent satisfied and for key aspects of the community at 89 per cent satisfied. There is also less intense but still strongly positive support of 78 per cent satisfaction when asked for a more general, top-of-mind view of municipal government. Council's strategic areas of focus are aligned with public views. The survey showed that managing growth, protecting the natural environment and investing in infrastructure are key public areas of concerns. Public also expressed concerns over municipal government cost effectiveness and transparency. All of these areas are addressed through Council's strategic priorities.

The town's 2008 employee engagement survey showed that after only one year of implementation, 73% of employees understood the town's vision and values and 70% of employees understand how their department's/division's goals and objectives relate to the corporate vision and values. The strategic plan is fully integrated into annual business planning and budget lifecycle and measures are established through program-based, performance-based budgeting.

Council and the public are able to track the town's progress on specific actions and initiatives through annual reporting to Council and key performance measures established in the plan. A list of key actions initiatives completed under Council's 2007-2010 strategic priorities is attached (Appendix B).

2010 Key Areas of Focus

Council established the following five areas of focus for 2010:

- to enhance our natural environment
- to enhance our economic environment
- to have programs and services that are environmentally sustainable
- to have programs and services that are fiscally sustainable
- to continuously improve our programs and services.

A detailed summary of the town's progress so far this year in these areas of focus is attached (Appendix C).

2011 Areas of Focus

Based on the progress made in 2010, staff is recommending that Council continue with four of its current areas of focus:

- to enhance our natural environment
- to enhance our economic environment

- to have programs and services that are environmentally sustainable
- to continuously improve our programs and services.

All four of these goals are driving a number of long-term initiatives that will continue in 2011 and staff recommends that Council continue to highlight these goals as key areas of focus.

Council's fifth area of focus for 2010 was to have programs and services that are fiscally sustainable. This goal was very relevant in 2010 as the town responded to the global economic downturn and took the necessary action to ensure Council had the information it required to have confidence in the town's financial position. Staff has implemented key tools including Performance-based, Program-based budgeting (PB2), three-year operational budgets and a fully funded ten-year capital forecast to ensure the fiscal sustainability of the corporation. Fiscal sustainability is a well-accepted core principle for decision-making at the town. Under Council's mission-driven strategic plan, this means that fiscal sustainability will continue as an organizational goal but staff is recommending that no longer be an area of focus.

Staff is recommending that Council adopt a new area of focus for 2011: to provide outstanding service to our residents and businesses. Over the past three years, staff has been implementing the town's ServiceOakville strategy to help achieve this goal. Staff is recommending that this goal be elevated to a strategic area of focus for 2011 to ensure the project has the resources required to move forward with further service delivery improvements to create a knowledge-driven organization that:

- Provides the public with both simplified access and choice in how the access services and information
- Provides Council and management with the data and information they need to drive continuous improvement and cost-effective municipal services
- Supports engaged and knowledgeable employees that deliver outstanding service to our residents and businesses

Conclusion

Creating the 2007-2010 strategic plan was the beginning of the town's planning process. The strategic plan remains a continual work in progress that ensures Council has the opportunity to review its progress to determine if it needs to modify its areas of focus for the following year.

The town will be conducting a citizens' survey in early 2011 to solicit broad based public input on resident's expectations and satisfaction with town services to assist the incoming 2011-2014 Council in setting its strategic priorities.

CONSIDERATIONS:**(A) PUBLIC**

The 2007-2010 Strategic Plan was approved by Council in June 2007 following public meetings and on-line consultation. Broad public input to track progress and adjust priorities is solicited through Citizen Satisfaction surveys.

(B) FINANCIAL

The Strategic Plan provides direction to assist in financial decision-making. Long-range financial forecast and the annual budgeting process are fully aligned with Council's strategic goals.

(C) IMPACT ON OTHER DEPARTMENTS & USERS

The 2007-2010 Strategic Plan influences every department across the organization. Departmental work plans reflect strategic directions established by Council and results are reported through annual departmental business plans and budgeting process. All reports to Council will align with Council's strategic goals.

(D) CORPORATE AND/OR DEPARTMENT STRATEGIC GOALS

This report addresses the corporate strategic goal to:

- be accountable

(E) COMMUNITY SUSTAINABILITY

The Strategic Plan establishes the town's vision, mission and values as the framework for Council decision-making, resource allocation and day-to-day employee choices.

APPENDICES:

Appendix A – 2007-2010 Strategic Plan Midterm Update

Appendix B – 2007-2010 Key Areas of Focus

Appendix C – 2010 Strategic Plan Progress Report

Prepared by:
Rebecca Brookes
Senior Policy Analyst

Submitted by:
Jane Courtemanche
Director, Strategy, Policy and
Communications