

Committee of the Whole (Working Session) Report

DATE: Wednesday, March 1, 2023

WARD(S): ALL

TITLE: 2018 - 2022 TERM OF COUNCIL STRATEGIC PLAN YEAR 4
FINAL REPORT

FROM:

Nick Spensieri, City Manager

ACTION: FOR INFORMATION

Purpose

To provide the final year progress report summarizing the key milestones achieved in year 4 (December 2021 to December 2022) of the 2018-2022 Term of Council Service Excellence Strategic Plan.

Report Highlights

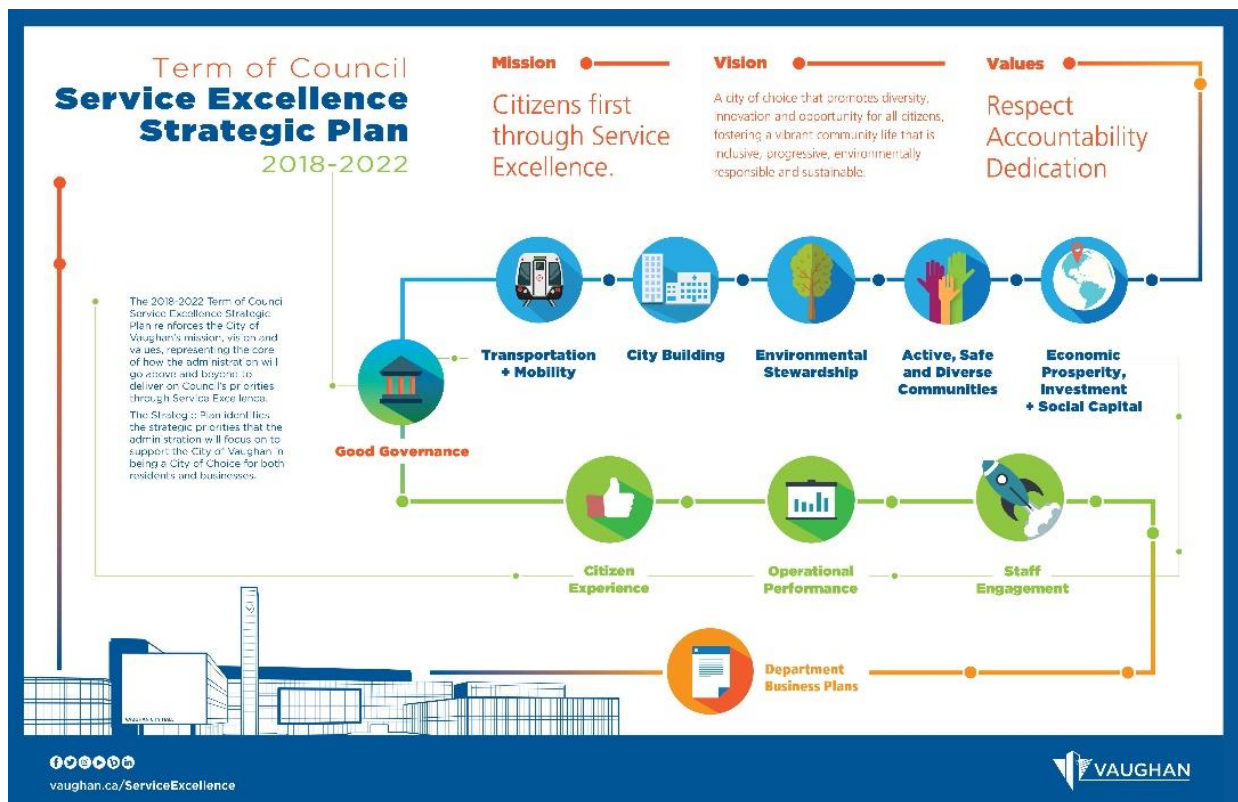
- Council approved the 2018-2022 Term of Council Service Excellence Strategic Plan in March 2019.
- This report provides a summary of progress made in year 4 (December 2021 to December 2022).
- Of the 108 key strategic activities, 72 have been completed; 26 continue to progress as planned; 5 are being monitored for adjustments in project plans; 4 are under review: and 1 has not started and is being reviewed for inclusion in the 2022-2026 Term of Council Strategic Plan.

Recommendation

1. That the year 4 (December 2021 to December 2022) progress report on the 2018-2022 Term of Council Service Excellence Strategic Plan be received.

Background

Council unanimously approved the 2018-2022 Term of Council Service Excellence Strategic Plan on March 19, 2019. The Service Excellence Strategic Plan served as a guide that identified Council's priorities for the term of Council. The Strategic Plan was developed to align the City's priorities, people, processes, and technology for the City to deliver on its commitments for the 2018-2022 term of Council. It reinforced the City's mission, vision, and values, representing the core of how staff and Council would conduct its affairs; centered on a strong foundation of public engagement and equality in the operation and function of the municipality.



The 2018-2022 Strategic Plan identified six strategic priority areas reflective of Council objectives and three strategic priority areas of Service Excellence objectives. Each strategic priority area was further refined into goal statements and objectives articulating the outcomes to be achieved by the end of the term of Council. The goal statements enabled the organization to cascade them into clear, focused, and measurable performance results. The strategic priority areas and objective statements provided a more comprehensive approach with a modernized strategy allowing the administration to focus on those key strategic activities that would continue to build the City of Vaughan as a world class city.

Annual updates were provided to Council on the progress made on the delivery of the Strategic Plan. The focus on the annual reporting for Year 1 centered on the major key results in the first year, as well as informing Council on new initiatives that the administration implemented to better govern and oversee the delivery of the Strategic Plan. The 2019 Year 1 progress report was provided to Council in March 2020. The 2020 Year 2 progress report was provided to Council in April 2021. The 2021 Year 3 progress report was provided to Council in May 2022. This 2022 Year 4 progress report represents the final year of the 2018-2022 Strategic Plan and highlights the progress of key initiatives for the 2018-2022 term of Council.

Previous Reports/Authority

[2018-2022 Term of Council Service Excellence Strategic Plan](#)

[2018-2022 Term of Council Service Excellence Strategic Plan Year 1 Progress Report](#)

[2018-2022 Term of Council Service Excellence Strategic Plan- Year 1 Key Results](#)

[2018-2022 Term of Council Service Excellence Strategic Plan - Year 2 Progress Report](#)

[2018-2022 Term of Council Service Excellence Strategic Plan - Year 3 Progress Report](#)

Analysis and Options

The 2018-2022 Term of Council Service Excellence Strategic Plan articulated an actionable plan, grounded in information and data, informed through various inputs and drivers, and reflected defined responsibility and accountability. Within the context of the City's strategic directions and the utilization of the Strategic Priority Oversight Teams, the Administration made significant progress in ensuring that an effective governance model was in place and integral to the Administration's success in delivering on Council priorities.

Strategic Plan Governance

The Strategic Priority Oversight Teams (SPOTs) provided oversight, meeting bi-annually in January and July to monitor the progress of key activities and discuss any potential risks and mitigation strategies.

Of the 108 key strategic activities:

- 72 (67%) have been completed;
- 26 (24%) continue to progress as planned;
- 5 (4%) are being monitored, given project adjustments;
- 4 (4%) are under review; and
- 1 (1%) has not started and is under review for inclusion in the 2022-2026 Term of Council Strategic Plan.

Business Planning – Objective and Key Results (OKRs)

The Business Planning program is integral to the successful delivery of the Strategic Plan and is the method by which the Strategic Plan was carried out at the department level. The business planning process ensured improved alignment to Council's strategic directions and ensured our budget and resource allocations were aligned to deliver our strategic priorities. The OKR approach to business planning included a risk-based approach to planning and objective setting, and utilization of cross-functional teams in the business planning process. The Administration continues to build on this success to create a more robust and disciplined approach to our business planning and priority setting approach.

The OKR approach:

- Helped ensure collective focused efforts in the same direction to deliver on the strategic plan.
- Allowed departments to focus on the most important goals and avoid being distracted by unaligned goals.
- Measured and tracked performance in a way that motivated employees to excel.
- Recognized the majority of powerful and staff energizing OKRs originated from/with frontline contributors.
- Fostered employee alignment with overall goals.
- Fostered collaboration across teams and between team members.
- ensured alignment with budget providing greater accountability.

Information on the City's website vaughan.ca was updated annually to reflect progress made on the delivery of the Strategic Plan. Members of the public are encouraged to visit the City's website and to review the 2018-2022 Strategic Plan Brochure and annual progress reports for additional information.

For complete details on the progress of each key strategic initiative, please refer to Attachment 1: 2018-2022 Term of Council Service Excellence Strategic Plan – Year 4 Key Results.

Financial Impact

Financial impacts associated with the 2018-2022 Term of Council Service Excellence Strategic Plan key activities were included in the City's approved 2022 Budget and 2023-2026 Capital Plan.

Broader Regional Impacts/Considerations

The Regional Municipality of York is a key source of partnership funding, or the proponent of several priority infrastructure projects identified in the 2018-2022 Term of Council Service Excellence Strategic Plan. City staff actively engage Regional staff on priority planning and infrastructure projects where required.

Conclusion

The Year 4 Progress Report represents the final year and wrap-up of the 2018-2022 Term of Council Service Excellence Strategic Plan. SPOTs provided oversight and ensured effective management of progress of annual business plan objectives and key activities aligned with Council's priorities outlined in the Strategic Plan. By the fourth year, 108 key activities were identified in the Strategic Plan, of which 72 (67%) were completed. The 26 key activities that continue to progress will transition accordingly to the new 2022-2026 Term of Council Service Excellence Strategic Plan anticipated to be approved in March 2023. Key activities identified as on-hold/monitoring or not started in the Year 4 Progress Report will be reassessed for inclusion in the 2022-2026 Strategic Plan.

For more information, please contact Kathy Kestides, Director, Office of Transformation and Strategy, extension 8412.

Attachment

1. 2018-2022 Term of Council Service Excellence Strategic Plan – Year 4 Key Results

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Approved by



Nick Spensieri, City Manager