

PRIORITIES AND KEY INITIATIVES COMMITTEE – APRIL 11, 2011

CORPORATE PLANNING CYCLE

Recommendation

The City Manager in consultation with the Senior Management Team, Chief Information Officer, Director Budget and Financial Planning and Senior Manager of Strategic Planning recommends:

1. That Attachment 1 –Corporate Planning Cycle be approved

Contribution to Sustainability

A fully integrated Corporate Planning Cycle as presented in this report will enhance planning, decision making and communication within the Corporation.

Economic Impact

N/A

Communications Plan

Communication plans for initiatives involving the strategic plan and operating budget will be considered at the appropriate time.

Purpose

To present a Corporate Planning Cycle which will result in a more holistic and integrated approach to strategic planning, resource allocation and communication.

Background - Analysis and Options

Resources are scarce and high performing organizations in the public sector must take a holistic and integrated approach to corporate planning which focuses on an alignment between the strategic plan, operating plans resource decisions, and communicating the plan. The advantages of implementing this model is it ensures an achievable strategic plan which factors in the resource impact of key initiatives. Conversely the operating budget process through alignment with the strategic plan facilitates resource planning guided by the municipalities vision and strategic goals which have been established. This is especially important when the budget has a multi-year focus where strategic initiatives and resources are planned over several budget cycles.

Over the past several months staff have been discussing the components of an integrated model and the product of this work is contained in this report. As can be seen in Attachment 1 the Corporate Planning Cycle is divided into four phases:

- Phase 1: Visioning from January-March
- Phase 2: Aligning from April-June
- Phase 3: Planning from July-September
- Phase 4: Initiating from October-December

All phases are interdependent and together create a holistic approach.

Visioning Phase

The Visioning phase focuses on reviewing the key issues impacting the municipality through the completion of a SWOT exercise. This information is a key input into the setting and validating of

strategic themes which will guide the corporate planning process. Once Senior Management Team and Directors have identified the strategic opportunities and strategic themes a report will be tabled at the Priorities and Key Initiatives committee for input from Council. Key participants in this stage includes Council, Senior Management Team, Directors and the public.

Aligning Phase

The Aligning phase involves developing and prioritizing key initiatives which are aligned with the strategic themes/direction set in the visioning phase. These initiatives will be scoped out to determine who is the initiative champion, what are the critical success factors, and identifying risks associated with implementation. The initiative lead is then responsible for developing a fully costed out and comprehensive business case which will be evaluated in the next phase Planning. Key participants includes a think tank of the senior management team and directors.

Planning Phase

The Planning phase involves Commissioners and Directors preparing their budget and business plan submissions. The key strategic initiatives identified in the aligning phase will have a comprehensive business case presented by the initiative champion which will be discussed and evaluated during the budget review process.

Initiating Phase

The final Initiating phase involves a cross functional Directors team evaluating additional resource request (ARR) submissions and prioritizing them aligned with the strategic direction set in an earlier stage in the process. The Senior Management Team will finalize an operating budget which will be tabled at the Finance and Administration Committee and Council for approval. When the budget has been approved work will begin on the approved strategic initiatives. Progress reports on initiative implementation will be provided to the Priorities and Key Initiatives committee bi-annually.

It is to be noted that the model presented in attachment 1 is the 'ideal' model and its success will be realized over time as the City goes through various iterations of the cycle. For the initial start up in 2011 for 2012 planning, it is assumed that the first and second phases will be compressed due to the timing of the introduction of the process. However, all phases are planned to be implemented and then refined over time. A Corporate Visioning/Planning report outlining the strategic themes and key initiatives is planned to be presented to the June 13, 2011 Priorities and Key Initiatives Committee.

Relationship to Vaughan Vision 2020/Strategic Plan

The Corporate Planning Cycle includes the Vaughan Vision 2020 strategic planning process in a holistic integrated model.

Regional Implications

Any regional implications will be identified with the individual strategic initiatives.

Conclusion

The Corporate Planning Cycle is being tabled at the Priorities and Key Initiatives Committee for discussion and approval. Better integrating the various elements of corporate planning will assist in decision making, resource allocation and focus the organization.

Attachments

1. Attachment 1 - Corporate Planning Cycle

Report prepared by:

Thomas Plant MBA, MPA
Senior Manager of Strategic Planning

Respectfully submitted,

Clayton D. Harris CA
City Manager

CORPORATE PLANNING CYCLE



STRATEGIC PLANNING – January to March			
Participants	Inputs	Activity	Outcome
<ul style="list-style-type: none"> - City Manager - Commissioners - Directors 	<ul style="list-style-type: none"> ✓ Internal/External Drivers ✓ Surveys/Feedback ✓ Corporate Measures (Dashboard) ✓ Prior Year Progress Report 	<p>Staff workshop which includes SWOT, review of Corporate measures, identification of new strategic opportunities, and validation of existing Strategic Themes. Confirm strategic direction and Strategic Initiatives that would be considered sustainable for next business cycle(s)</p> <p><i>Note: This may be done over several sessions. The intent of this meeting is to review sustainable items that would be considered:</i></p> <ul style="list-style-type: none"> - Big Picture - Strategic Themes - Game Changers - Corporate Items (Strategic) 	<ul style="list-style-type: none"> ✓ Validated priorities and goals ✓ Strategic Themes ✓ Key Strategic Initiatives
<ul style="list-style-type: none"> - Priorities and Key Initiatives Committee, - City Staff 	<ul style="list-style-type: none"> ✓ Validated priorities and goals ✓ Strategic Themes: Key Strategic Initiatives ✓ Prior Year Progress Report 	<p>Presentation/Report to Priorities and Initiatives Committee on the recommended themes and Key Strategic Initiatives for the upcoming business cycle, and solicit feedback.</p> <p><i>Note: Report should justify the reasons behind established themes and Strategic Initiatives</i></p>	<ul style="list-style-type: none"> ✓ Council Validated Strategic Themes and Strategic Initiatives
<ul style="list-style-type: none"> - City Manager 	<ul style="list-style-type: none"> ✓ Prior Year Progress Report ✓ Council Validated Strategic Themes and Strategic Initiatives 	<p>Communicate to the organization Council validated Strategic Themes, Strategic Initiatives and the long term vision.</p> <p><i>Note: This should be a joint communication from Senior management to the entire corporation</i></p>	<ul style="list-style-type: none"> ✓ Shared vision for the entire Corporation ✓ Clarity of purpose

CORPORATE PLANNING – April - June

CORPORATE PLANNING – April - June			
Participants	Inputs	Activity	Outcome
<ul style="list-style-type: none"> - City Manager - Commissioners <i>(Think Tank)</i> 	<ul style="list-style-type: none"> ✓ Shared vision for the entire Corporation ✓ Clarity of purpose ✓ Financial plan ✓ Master Plans 	<p>Using a selection methodology identify actionable Strategic Initiatives that would be considered sustainable to move Strategic Themes forward and identify champions</p> <p>Assess the organizational capacity to undertake the Strategic Initiative and the Impact on the financial plan</p> <p><i>Note: For a Initiative define:</i></p> <ul style="list-style-type: none"> - Initiative definition - Champion/Sponsor - Scope - Critical success factors - Stakeholders - Corporate Impact - Risk identification - Transition to operations - High level milestone report 	<ul style="list-style-type: none"> ✓ Prioritized Strategic Initiatives list ✓ Actionable Strategic Initiatives
<ul style="list-style-type: none"> - City Manager - Commissioners 	<ul style="list-style-type: none"> ✓ Prioritized Strategic initiatives list ✓ Actionable Strategic Initiatives 	<p>Develop guidelines for preparation of selected Strategic Initiatives business plan/and budget, and development departmental initiatives business plan/and budget.</p>	<ul style="list-style-type: none"> ✓ Guidelines for selected Strategic Initiatives business/financial plans ✓ Guidelines departmental business/financial plans

ALIGNING

DEPARTMENTAL RESOURCE PLANNING – July - September			
Participants	Inputs	Activity	Outcome
<ul style="list-style-type: none"> - Commissioners - Directors - Initiative Champions 	<ul style="list-style-type: none"> ✓ Guidelines for selected Strategic Initiatives business/financial plans ✓ Guidelines departmental business/financial plans 	<p>Commissioners and directors prepare departmental business plans and budgets and identify additional resource requirements as per the issued guidelines</p> <p><i>Note: For Large Corporate Strategic Initiatives the Identified Champion should create and submit a complete business plan, and associated Budget / resource request requirements as per the issued guidelines</i></p>	<ul style="list-style-type: none"> ✓ Departmental business plans, budgets, and ARR's ✓ Strategic Initiative plans, budgets, and ARR's

PLANNING

REVIEW & APPROVAL – October - December			
Participants	Inputs	Activity	Outcome
<ul style="list-style-type: none"> - Directors - Evaluation Team (Cross-organizational representation) - City Manager - Commissioners - Finance and Administration Committee - Commissioners - Directors 	<ul style="list-style-type: none"> ✓ Departmental business plans, budgets, and ARR's ✓ Initiative plans, budgets, and ARR's ✓ Prioritized ARR's ✓ Draft budget ✓ Draft corporate budget ✓ Approved budget 	<p>Review ARR's and prioritize as per the guidelines/scoring methodology</p> <p><i>Note: Strategic Initiatives need to be reviewed and approved for resources in their entirety</i></p> <p>Review and validate draft budget and prioritized ARR's</p> <p>Receive and approve</p> <p>Initiate operational and new Strategic Initiatives planning and implementation (large / high impact Strategic Initiatives will form part of "Corporate Strategic Initiatives Portfolio" and reported to the key Priorities and Initiatives Committee on a regular basis)</p> <p>Year-end reporting of strategic and operational accomplishments, status reporting of work plans still in progress</p>	<ul style="list-style-type: none"> ✓ Prioritized ARR List ✓ Draft corporate budget ✓ Approved corporate budget ✓ Work plans ✓ Year-end Reports (KPI's, accomplishments, opportunities)

INITIATING