



Governance and Priorities Committee Report **For the Meeting of June 4, 2015**

To: Governance and Priorities Committee **Date:** May 20, 2015
From: Katie Hamilton, Director of Citizen Engagement and Strategic Planning
Subject: New Operational Plan and Highlights of Quarter One

Executive Summary

The purpose of this report is to present a new operational plan that outlines all 2015 initiatives recently approved by Council in the financial plan and strategic plan.

Since approval of these plans in April, all work plan items have been aligned within the 13 strategic objectives. This aims to shift quarterly reporting to objective-based performance reporting, from one based on departmental responsibility. Over the long term this will assist in guiding the re-organization of the City's financial plan to better articulate the funding allocations for each strategic objective, but is also key to establishing a more inter-disciplinary approach to measuring and communicating progress towards objectives.

Alignment of the financial and strategic planning processes will continue over the year, with a strong focus on establishing improved metrics and key performance indicators for the 2016 budget. Continuous refinement of the quarterly report will continue based on feedback and improved internal reporting systems.

Since approval of the strategic plan, a graphic recorder was engaged to assist in presenting the plan more visually. Upon Council consideration, this visual representation and new tools for quick reference to the plan will be distributed to the Council, community and staff.

In the next quarterly report, new process measures to benchmark service levels will be identified and will help inform the 2016 financial plan. This will endeavour to provide comparators each quarter, as well as annually.

With the recently approved strategic plan and financial plan, a number of historical work items have been identified that did not appear in either plan. To ensure clear expectations, staff seek Council direction on whether these items should pause or continue.

Recommendation:

That Council:

1. Receive this report for information.
2. Provide feedback to inform future reporting.

3. Provide direction on status of historical workplan items noted.
4. Direct staff to report quarterly on August 20 2015, November 5 2015, and the first meeting in February 2016.


Respectfully submitted



Katie Hamilton
Director Citizen
Engagement and
Strategic Planning

Report accepted and recommended by the City Manager:

Date:



June 2, 2015

List of Attachments:

- Appendix A: Visual Chart of 2015-2018 City of Victoria Strategic Plan
- Appendix B: First Quarter Highlights
- Appendix C: Operational Plan
- Appendix D: Historical work plan items

Purpose

The purpose of this report is to present a new operational plan that outlines all 2015 initiatives recently approved by Council in the financial plan and strategic plan.

Background

In April 2015, after extensive public consultation a new strategic plan and financial plan were adopted by Council. For the first time the two processes and public engagement were aligned to ensure priorities and funding were considered together.

The operational plan has been developed to “operationalize” all initiatives within the approved plans and identify leads and timelines for delivery in 2015. This will continually be refined to include improved metrics and establish key performance indicators..

Issues & Analysis

Upon approval of the financial plan and strategic plan in April, all work plan items were aligned within the 13 strategic objectives. This aims to shift quarterly reporting to objective-based performance reporting, from one based on departmental responsibility. Over the long term this will also assist in guiding the re-organization of the City’s financial plan to better articulate the funding allocations for each strategic objective, but is also key to establishing a more inter-disciplinary approach to measuring and communicating progress towards objectives.

There are both internal and external benefit to aligning these items in one operational plan. It will serve as an important communication tool with both City Council and the community about how the City is delivering on the approved projects and funding, and where challenges have been identified. This plan will also assist the City Manager in measuring the performance of both departments and individual staff in achieving intended results

The quarterly reporting schedule for 2015 is noted below. The first quarter report was postponed by one meeting to allow the graphic recorder to complete the visual representation of the strategic plan that would accompany the new operational plan, and refine the volume of information included in the new operational plan.

Quarter 1 (ends March 31, 2015)

Reporting date: May 21

Quarter 2 (ends June 30, 2015)

Reporting date: August 20 (only meeting in August)

Quarter 3 (ends September 30, 2015)

Reporting date: November 5

Quarter 4 (ends December 31, 2015)

February 2016 (first meeting- yet to be scheduled)

With the recently approved strategic plan and financial plan, a number of historical work items have been identified (Appendix D) that did not appear in either plan. To ensure clear expectations, staff seek Council direction on whether these items should pause or continue.

Conclusions

A more robust operational plan, aligned with strategic objectives, should foster a more integrated approach to delivering on the 2015-218 Strategic Plan. It aims to address historical structural and cultural silos, and most importantly enable the organization to demonstrate progress and challenges in each strategic area.

Alignment of the financial and strategic planning processes will continue, with a strong focus on establishing improved metrics and key performance indicators for the 2016 budget. Continuous refinement of the quarterly report will continue based on feedback and improved internal reporting systems.

Recommendation

That Council:

- 1.) Receive this report for information.
- 2.) Provide feedback to inform future reporting.
- 3.) Provide direction on status of historical work plan items noted.
- 4.) Direct staff to report quarterly on August 20 2015, November 5 2015, and the first meeting in February 2016.