



**MOTION and REPORT**  
**Governance and Priorities Committee**

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**DATE:** December 5, 2014

**SUBJECT:** Motion to engage strategic planning consultant for 2015-2018 Strategic Plan

**FROM:** Mayor Lisa Helps

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**Introduction**

Attached please find a proposal from Intelligent Management to guide Council and Senior Management in a comprehensive strategic planning process.

Intelligent Management Inc. (IM) works with organizations to create robust and systemically sound strategies and action plans. IM works with the expertise and intuition already present in an organization, and guides that competence through a structured, systemic thought process. This process leverages existing knowledge and know-how to craft an innovative, powerful, solution to move the organization forward towards its desired goal.

The method adopts the Thinking Process Tools from the Theory of Constraints, a world-class best practice methodology for management. Dr. Domenico Lepore, founder of Intelligent Management, has been leading strategy and implementations with a wide range of organizations internationally for almost two decades. He developed The Decalogue methodology as a powerful synergy of the Theory of Constraints with the management philosophy of W. Edwards Deming. This methodology enables an organizational design based on projects for increased stability, capacity and continuous improvement.

**Budget and Rationale for Council Approval**

In the last term, Council had little say in the development of the strategic planning process. And, Council's strategic planning process was not completed until September, 11 months after the election. The former process cost \$15,000 for external consultants but also, countless hours of in-house staff time.

In consultation with staff, there is a \$105,000 unallocated Corporate Consulting Budget; this motion is not a request for new monies. The proposed budget in the attached proposal is \$55,000, including the provision of materials and books required. I am bringing this to Council to:

- a.) Increase transparency
- b.) Give Council a say in the process
- c.) Ask for Council's approval of the process and the proposed consultant so that Council and staff can set to work immediately in the New Year with the objective of having a four-year strategic plan in place by the end of February.

Once Council and senior management have completed the first phase / high level strategic plan (the 'Future Reality Tree' – see proposal), the City Manager may wish to engage Intelligent Management further to develop the more detailed work plan (the 'Prerequisite Trees' and the 'Transition Trees' – see proposal) at his discretion.

**Conclusion**

The proposed approach has had beneficial impacts on organizations moving from 'silos to systems'. As such, it is a complement to the 'One City' approach that the City's senior management team already has been working hard to implement. Provided within the attached proposal are links to a multitude of supplementary resources that will help Council, staff and the public become more familiar with the proposed methodology.

**Motion**

That Council direct staff to direct award the 2015-2018 Strategic Planning Process to Intelligent for \$55,000 plus applicable taxes.

Respectfully submitted

A handwritten signature in black ink, appearing to read "Z. Helps", written in a cursive style.

Mayor Helps