

CITY MANAGER'S STRATEGIC PRESENTATION

EXECUTIVE SUMMARY

The City Manager has prepared a strategic presentation for Council as a part of his "First 90 days" with The City. In this presentation the City Manager will provide an overview of a review of the current conditions and culture of the organization, and recommend a strategic plan as a direction for the work of the City Manager and the leadership teams of Administration. This report and associated presentation will also provide updates on the Cut Red Tape program, the Cultural Transformation project, and the Zero-Based Review program.

ADMINISTRATION RECOMMENDATION(S)

That Council receive this report, the attached updates on the Cut Red Tape Program (Attachment 1), and Cultural Transformation Project (Attachment 2), and the related presentation to be delivered by the City Manager for information; and that:

- 1) the contents of the City Manager's presentation involving personnel matters remain confidential under Section 24(1) (d) of the Freedom of Information and Protection of Privacy Act (FOIP) until all related communications have been completed;
- 2) that the five areas of focus as indicated in the "Leadership Strategic Plan: Contract with Council" section of the City Manager's presentation be approved by Council as a direction for the work of the City Manager and the leadership teams of Administration; and
- 3) Council approve the Priorities and Finance Committee Recommendations for the Zero-Based Review Program as outlined in Attachment 3.

PREVIOUS COUNCIL DIRECTION / POLICY

On 2014 July 15, the Priorities and Finance Committee approved the Zero-Based Review Program: 2015-2018 (PFC2014-0554) and requested that the zero-based review (ZBR) of the Finance and Supply business unit be reviewed earlier than proposed. This report was forwarded to Council on 2014 July 28 for approval. At that time, the report was referred to the Mayor's Office for further discussion with Administration and inclusion in the Agenda for the 2014 September 15 Strategic Planning Meeting of Council.

BACKGROUND

As a part of a plan for the "First 90 Days" in the organization, the City Manager has prepared to assume the leadership role of Administration by reviewing and assessing the current conditions and culture of the organization.

INVESTIGATION: ALTERNATIVES AND ANALYSIS

Within Administration there is currently a number of major initiatives and undertakings, each directed by different individual departments or specific staff members, relating to the future of The City. The City Manager with support from senior management has developed a strategic plan with five areas of focus that will be presented to Council as the recommended direction for the work of the City Manager and the leadership teams within Administration.

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Stakeholder Engagement, Research and Communication

As a part of preparing for the presentation associated with this report, the City Manager has met with members of Council, the management and many employees of Administration, the union leaders, as well as representatives of related agencies and key stakeholders in the community.

Strategic Alignment

The objective of achieving strategic Corporate alignment is the over-arching principle behind the focus areas of the Strategic Plan to be presented by the City Manager.

The Cut Red Tape program and the Cultural Transformation project are Corporation-wide initiatives that align with *the 2012-2014 Council's Fiscal Plan: B1 Reduce red tape through The Corporation; and the Action Plan 2015-2018: A Well Run City*.

Since the 2014 July 28 referral of PFC2014-0554, discussions with the City Manager and Mayor have taken place. The ZBR Program recommendations outlined in Attachment 3 to this report are in line with the areas of focus of the strategic plan to be presented by the City Manager. In addition to these recommendations, Administration will revise the draft ZBR schedule for 2015-2018 that reflects the request from PFC to move the review of Finance and Supply earlier in the proposed schedule.

Social, Environmental, Economic (External)

Material related to these topics areas will be provided during the City Manager's presentation.

Financial Capacity

Current and Future Operating Budget:

At this preliminary point the early stages of the strategic plan associated with this report are not anticipated to require additional operating resources. All efforts will be made to fund related activities with existing resources, and through efficiencies within Administration. Further examination of the financial implications of moving forward areas of the strategic plan will be completed and presented to Council through the Action Plan 2015-2018 budget processes.

Current and Future Capital Budget:

No capital resources are anticipated at this time.

Risk Assessment

Currently there is no coordinated Corporate strategy that directs the numerous undertakings and initiatives underway at The City to a specific outcome that Council has discussed and approved. Nor is there a Corporate team assigned to ensuring alignment to such a strategic outcome, or to prepare the leadership teams of Administration to focus on these matters collectively. These conditions leave the organization vulnerable. To address this shortcoming, the City Manager has prepared a Strategic Plan to serve as a strategic direction from Council for the work of the City Manager and the leadership teams of Administration.

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REASON(S) FOR RECOMMENDATION(S):

The City Manager will provide Council with a presentation that recommends a strategic direction for the City Manager and the leadership teams of Administration. This strategic direction incorporates work related to the Cut Red Tape program, and the Cultural Transformation project. Updates on these activities are included with this report for information and to provide an indication of the alignment with the focus areas of the Leadership Strategic Plan.

There will be staff and service reassignments from within the City Manager's Office to prepare to move forward on the strategic plan. The components of the City Manager's presentation that relate to personnel matters are recommended to be heard in-camera in accordance with FOIP.

The ZBR information provided in this report is being presented in accordance with a previous direction of Council.

ATTACHMENTS

- 1. Cut Red Tape (CRT) Program Update**
- 2. Cultural Transformation Project Update**
- 3. Zero Based Review Program 2015-2018, PFC2014-0554**