

Corporate Services, Strategy, Risk & Accountability
Committee - March 12, 2020

The Corporate Strategy and Workplan Context

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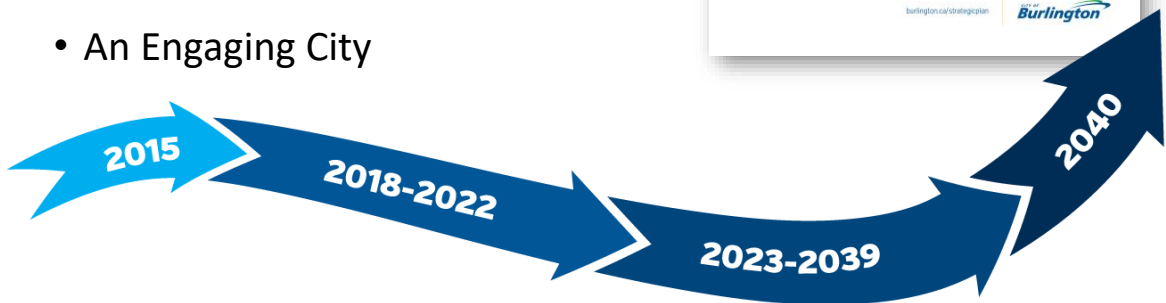
Background...



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Four Strategic Directions...

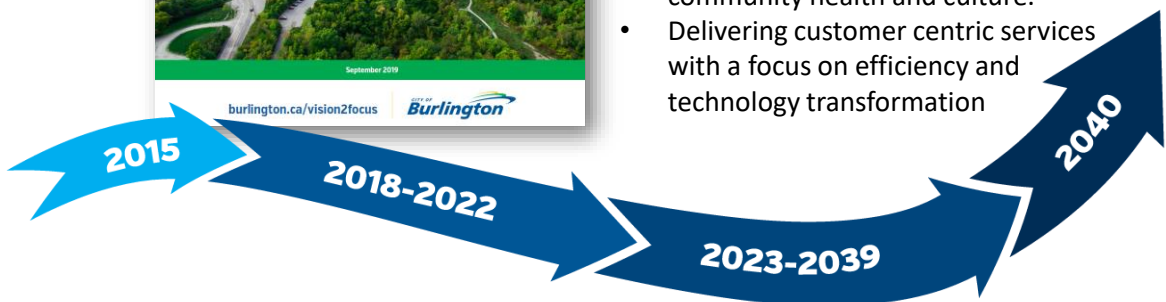
- A City that Grows
- A City that Moves
- A Healthy and Greener City
- An Engaging City



Five Focus Areas...



- Increasing economic prosperity and community responsive growth management.
- Improving integrated city mobility.
- Supporting sustainable infrastructure and a resilient environment.
- Building more citizen engagement, community health and culture.
- Delivering customer centric services with a focus on efficiency and technology transformation



Now and then...



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Today's **goal** - Create an understanding of what corporate strategy (CS) activities are going to occur in 2020 and how these activities will influence the future CS business process including the decision making role of CSSRA committee.

Today's **strategy** - A written report and presentation to outline the key milestones and communicate the key messages to Corporate Services, Strategy, Risk & Accountability committee.

Today's **objectives** – Increase our awareness of corporate strategy components and define the key activities within 30 minutes.

Today's **actions** –

- Completed brief research from previous reports and other municipalities.
- Draft high-level workplan reviewed by Burlington Leadership Team.
- Submitted written report through eScribe for agenda.
- Designed presentation and reviewed by colleagues and submitted to Clerk's for meeting.
- Presenting information.
- Answer questions.
- Gather feedback and incorporate into plan.
- Obtain approval of overall approach from CSSRA committee.

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Corporate Strategy Management...



From Achievable:
objectives, specific strategies & actions

To Aspirational:
goals and broad strategies



What will happen in 2020...

Page 1 of Report CM-08-20



SUBJECT: Proposed high-level corporate strategy workplan
TO: Corporate Services, Strategy, Risk & Accountability Ctte
FROM: City Manager's Office

Report Number: CM-08-20
 Wards Affected: All wards
 File Numbers: 155-03-01

Date to Committee: March 12, 2020
 Date to Council: March 30, 2020

Recommendation:

Endorse the City of Burlington's high-level corporate strategy workplan as proposed as outlined in Appendix A of CM-08-20.

PURPOSE:

Vision to Focus Alignment:

- Increase economic prosperity and community responsive city growth
- Improve integrated city mobility
- Support sustainable infrastructure and a resilient environment
- Building more citizen engagement, community health and culture
- Deliver customer centric services with a focus on efficiency and technology transformation

| | May 2020 | June 2020 | September 2020 | January 2021 |
|---------------------|---|--|--|--|
| Goal | • Accountability for 2018-2022 Burlington's Plan From Vision to Focus Implementation (V2F) | • 5-year review of Burlington's Strategic Plan 2015-2040 (BSP 2040) goals and high level strategies** | • Approval of Enterprise Risk Governance Framework & Implementation Plan | • Application of risk assessment to V2F strategic objectives • Re-calibration of V2F aligned to updated BSP 2040 and integrating updated 10-year Economic Vision 2015-2025 from Burlington Economic Development Corp. |
| Actions | • Introduction to and publication of BL-supported V2F Integrated Reporting tool including progress on meeting KPIs and key target dates | • Provide current state and future trends – economic, demographic, environmental, etc. • Confirmation of BSP 2040 goals and high level strategies | • Introduction to Risk Management • Update of BSP 2040 • Confirmation of V2F strategic objectives register | • Re-calibration of V2F to encompass risk assessment/mitigation, resource allocation review and refined/revised 4-year actions, KPIs integrated into strategic objectives, and key target dates. • Publication of updated V2F integrated reporting. |
| How | • Report/real-time demonstration at Corporate Service Strategy, Risk & Accountability (CSSRA) | • 1/2 day Council Workshops x2 | • 1/2 day Council workshop • Report and presentation at CSSRA | • Report/real-time demonstration at CSSRA • 1/2 day Joint Burlington Council/Burlington Economic Development Board workshop • As needed, 1/2 day workshop on application of risk assessment to V2F strategic objectives |
| Who Involved | • CSSRA Committee • Burlington Leadership Team (BLT) • City Manager's Office • Business Intelligence Program Team | • CSSRA Committee • City Manager's Office • BLT • Burlington Economic Development Corp. | • CSSRA Committee • Audit Committee • Citizen Members • City Manager's Office • BLT | • CSSRA Committee • City Manager's Office • BLT • Burlington Economic Development Corp. |
| Result | ✓ Publicly available V2F Integrated Reporting Version 1.0 | ✓ Detailed Council input for updating BSP 2040 (as of 2016) with documented assumptions | ✓ Enterprise Risk Governance Policy & Guidelines ✓ Updated BSP 2040 (as of Sept. 2020) | ✓ Re-calibrated V2F (dated Jan. 2021) ✓ Update Economic Vision 2025 integrated into BSP 2040 and V2F ✓ Risk assessment for identified strategic objectives ✓ Publicly available V2F Integrated Reporting |

** Requirements for public engagement on updated BSP 2040 to be confirmed including timing.



Vision to Focus Annual Cycle

- Q4**
Delivering results and V2F re-calibration
- V2F Integrated Reporting (semi-annual) sharing success and realizing positive outcomes
 - Re-calibrating V2F initiatives
 - Starting, working on, or completing identified initiatives
 - Approving next year's budget

- Q3**
Aligning needs and funding
- Starting, working on, or completing identified initiatives
 - Preparing business cases to secure future capital and operating funding



- Q1**
Incorporating new objectives and actions
- Aligning re-calibrated V2F objectives and strategic actions into department workplans and service plans
 - Updating integrated reporting for new or amended objectives and performance measures
 - Starting, working on, or completing identified initiatives

- Q2**
Delivering results
- V2F Integrated Reporting (semi-annual) sharing success and realizing positive outcomes
 - Starting, working on, or completing identified initiatives
 - Assessing needs based on re-calibrated V2F objectives and actions and service plans and interaction with partners and stakeholders



The Best Reason to Re-calibrate

| | Strategy Formulation | Strategy Implementation | Outcome |
|---|----------------------|-------------------------|----------------------------------|
| ✗ | Good | Bad | Doing the right thing poorly |
| ✗ | Bad | Good | Doing the wrong thing perfectly |
| ✓ | Good | Good | Doing the right thing perfectly! |

Material from Introduction to Strategic Management. David Kruscynski



Achievable clear objectives, specific strategies and actions aligned to aspirational goals and broad strategies



