

Memo



Date: September 30, 2009
File: 0600-001
To: City Manager
From: David Graham, Director - Strategic Initiatives
Subject: Corporate Priority Plan-Phase One

Recommendation:

THAT City Council approve the use of up to \$45,000 from the Strategic Planning Reserve to cover the costs of a consultant to assist in the preparation of a Corporate Priority Plan-Phase One

AND THAT the 2009 Financial Plan be amended accordingly.

Background:

Much has changed since the City's last corporate plan was prepared in 2004. Through this initiative, Council's high level strategic direction will be translated into measurable goals and objectives. This will enable the City's departments to set priority more effectively. The City Manager's vision for Kelowna to become the best mid-sized city in North America will also guide the priorities of the Divisions and Departments.

As we grow and in response to our sustainability objectives, the City must continue to review the services we provide. We need to be able to determine which of our services are core to our mandate. This Corporate Priority Planning (Phase One) process will provide criteria for such a determination. Through this project, Council will have the opportunity to set the criteria for defining core services of the City of Kelowna. These criteria are to be based on the priorities of City Council, input from senior managers, and best practices in the field of municipal operations.

We are recommending a phased approach to this project. In addition to the core services criteria, Phase One is to state the mission, vision, values, guiding principles and major corporate goals, cascaded down to the departmental level. Each Division and Department will work through this process to translate broader corporate direction into Department-specific objectives. Further work in Phase Two is expected to be undertaken in 2010, enabling Departments to determine their contribution to the City's strategic direction. This includes their priorities for action cascaded deeper through the Department; producing objectives, action plans, and performance measures tied to the stated corporate priorities. Phase Two is not part of the scope of work of this project.

The Consultant will conduct the entire Phase One process for the City. We anticipate that the process would begin in November 2009 and would extend through the first quarter of 2010. Once completed, this corporate work will enable Departments to link their services and projects more



directly to the highest level goals of the City and to ensure that the core services of the City are sustained.

Internal Circulation: Director of Financial Services

Existing Policy: The City's financial policies require the approval of City Council to authorize the use of reserved funds.

Financial/Budgetary Considerations: The reserve fund has a current balance of \$114,609.

Communications Considerations: Communications Department staff were consulted in the drafting of the report.

Considerations not applicable to this report:

Legal/Statutory Authority:

Legal/statutory Procedural Requirements:

Alternate Recommendation:

Personnel Implications:

Technical Requirements:

External Agency/Public Comments:

Submitted by:



David L. Graham, Director - Strategic Initiatives

cc: Director of Financial Services
Financial Planning Manager
Director of Human Resources