



City of Richmond

Report to Committee

To: Finance Select Committee

Date: July 10, 2002

From: Lani Schultz, Manager
Corporate and Strategic Planning

File: -

Re: **Service Levels for Corporate and Strategic Planning**

Staff Recommendation

That Committee receive the attached report regarding 2002 Service Levels for Corporate and Strategic Planning for information.

Lani Schultz
Manager, Corporate and Strategic Planning

FOR ORIGINATING DIVISION USE ONLY

CONCURRENCE OF GENERAL MANAGER

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Staff Report

Origin

Richmond City Council is currently reviewing service levels within each of the City's operations and departments. The purpose of this report is to apprise Council, through the Finance Select Committee, of the current service levels in the Corporate and Strategic Planning section of the organization.

Analysis

As with most large organizations strategic planning has been a part of municipal administrative functions for many years, and exists in many different forms throughout lower mainland municipalities. Traditional methods of strategic planning however, (which generally consist of the crafting of a strategic plan from the senior levels of the organization) have not yielded great dividends in the past, either for Richmond or with other municipalities we have spoken with. Given this, approximately 6 years ago, the City pioneered a new model of strategic planning which it continues with today. The new model is a team based program, involving the mobilization of cross divisional, cross functional teams to focus on key areas of need for the organization and community. It is based on a systematic approach to utilizing City resources in the most effective and productive manner possible. Currently, approximately 120 staff are actively participating on strategic teams in the areas of Community Safety, Urban Design and Civic Beautification, Urban Infrastructure, Customer Service, Community Vibrancy, Leadership, Financial Sustainability, Environmental Sustainability, Business Case Analysis, Technology, and Communications. The City's new approach to Strategic Planning has yielded significant results from both achievements and staff development perspectives. Major accomplishments arising from the City's new strategic management approach include such things as significant reductions in operating costs through an efficiency and "blow-out-bureaucracy" campaign, civic beautification projects such as No. 3 Road and the many landscaped medians around the City Centre, major improvements to customer service delivery through training, technological improvements and customer feedback and dialogue sessions, development of the City's land acquisition strategy, etc. Examples of current initiatives for the Strategic Management Program include the Development of a Waterfront Strategy, Implementation of the Neighbourhood Services Program, Development of the City's 2003 Capital Program, business case analysis of options for the Imperial Landing Waterlots, research related to Crime and Drugs strategies, writing of the City's annual report, ongoing statistical research and analysis regarding key indicators for City operations and services, etc.

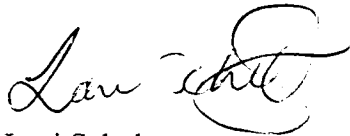
Interest in Richmond's strategic management program by other communities has been notable, with other municipalities recognizing the benefits of the City's unique approach. Delta City Council has adopted a motion to implement a similar program to Richmond's; The City of Abbotsford is now in the first phase of implementing Richmond's model, and has in fact used many of the same forms, internal processes and principles as Richmond; the City of Vancouver is considering implementing a similar program; the City of North Vancouver is expressing keen interest in the program, and the Vancouver City Police have begun a similar process as well.

Financial Impact

The City's Strategic Management Program is resourced with the equivalent of 2.6 Full Time employees, as outlined in appendix one of this report.

Conclusion

This report outlines the scope of work and service levels for the Corporate and Strategic Planning Section of the City, for Committee's review. Utilizing the equivalent of 2.6 Full Time employees, this section of the organization directs and manages the work of 11 strategic teams (consisting of approximately 120 staff), ensures the alignment and coordination of all City work programs with the strategic objectives of the city, performs research and statistical analysis of trends and information relevant to city operations, and initiates and coordinates major special projects and strategy development.

A handwritten signature in cursive script, appearing to read "Lani Schultz".

Lani Schultz
Manager, Corporate and Strategic Planning

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Appendix One: Levels of Service Summary for Corporate and Strategic Planning

Summary	Service	Level of Service	FTE	Cost of Service	FTE Subtotal	Cost Subtotal
Developing and updating of Corporate Plan, including:	review of issues, opportunities and trends in the community, the organization, and in regional and other political landscapes	Annual	0.1	\$ 7,577	0.3	\$30,730
	establishment of Council term goals and issues	As needed	0.05	\$ 3,788		
	workshops and input sessions, and drafting of new or revised plan according to findings and input	Annual	0.1	\$ 7,577		
	production of Corporate Plan Brochure	Annual	0.05	\$ 3,788		
	overhead for meetings, brochures and consultants			\$ 8,000		
	preparation of powerpoint presentations, and "rollout" sessions to communicate Plan to Divisional and departmental staff	Annual	0.02	\$ 1,515	0.1	\$13,577
Communication and Tracking of Corporate Plan, including:	Training/Orientation of new staff	As needed	0.02	\$ 1,515		
	Development of Templates and information management systems according to plan priorities	Annual	0.02	\$ 1,515		
	production of newsletter, and other corporate communications vehicles	As needed	0.02	\$ 1,515		
	production of accomplishments report	Annual	0.02	\$ 1,515		
	overhead for training and workshops and consultants			\$ 6,000		
	Development of Strategy team mandates and Terms of Reference	Annual	0.1	\$ 7,577	0.4	\$42,306
Development and Management of Strategic and Resource Teams, including:	Selection of Team members	Annual	0.1	\$ 7,577		
	Training and development of Team members regarding Strategic Planning, Team building, roles within the organization, etc. and specialized skills training such as business case analysis	Annual	0.1	\$ 7,577		
	Development of Corporate Goals and work programs for each Strategy	Annual	0.1	\$ 7,577		
	Overhead for team workshops, meetings, consultants and training (approx. \$1100/team/year)		0	\$ 12,000		
	Workshops with Managers re: focus of plan, and divisional roles and expectations	quarterly	0.05	\$ 3,788	0.2	\$15,153
	Facilitation of workshops with individual departments to align work programs and resources with plan	annual and as needed	0.1	\$ 7,577		
Research, including:	production of corporate work plan documents for monitoring and reference	ongoing	0.05	\$ 3,788		
	Production of statistical and trend analyses such as monthly key indicators report, census information, community livability indicators and reports, etc.	monthly and as needed	0.3	\$ 22,730	0.6	\$48,968
	Background research for special projects such as crime and drugs strategy, specific business cases analyses, etc.	As needed	0.3	\$22,730		
	Overhead for research			\$ 3,508		
	Crime and Drugs Strategy, Land Acquisition Strategy, Waterfront Amenity Strategy, Work Yard Strategy, Customer Service Reviews, etc.	As needed	1	\$75,766	1	\$85,766
	Overhead for special projects, including consultants, special requirements - (e.g. shooting of aerials for waterfront strategy, etc)			\$10,000		
Total			2.6	\$236,500	2.6	\$236,500