

Managing the Corporation

Financial & Corporate Services

Council Policies and Strategic Planning Framework

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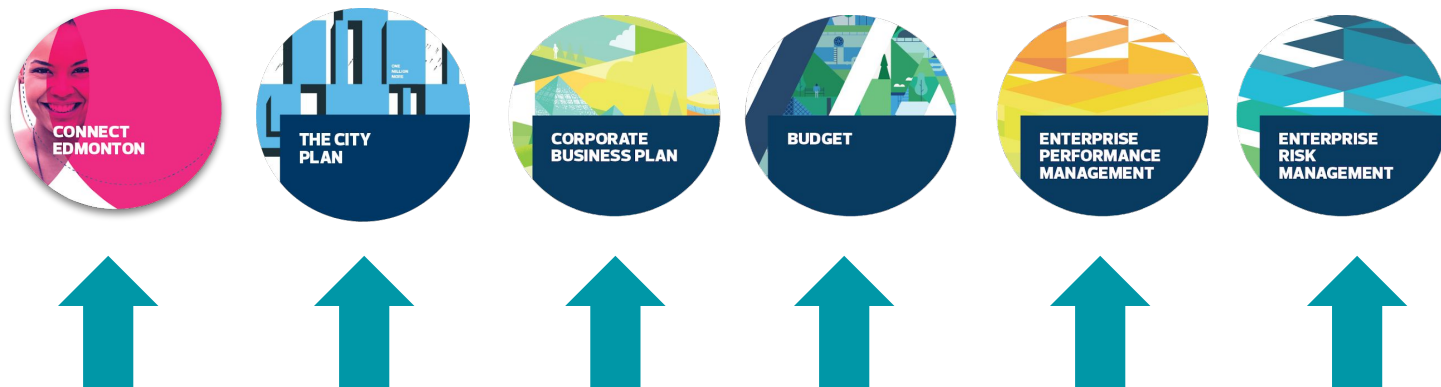
November 2, 2021

PAGES 21-25: Orientation Guide

A review of our afternoon together

- 1. Governance and Direction: Corporate Policy Framework**
- 2. From Our Direction to Our Assurance: Strategic Planning Framework**
- 3. Responsive Service Delivery: Major Shifts in Service**

Strategic Wayfinding

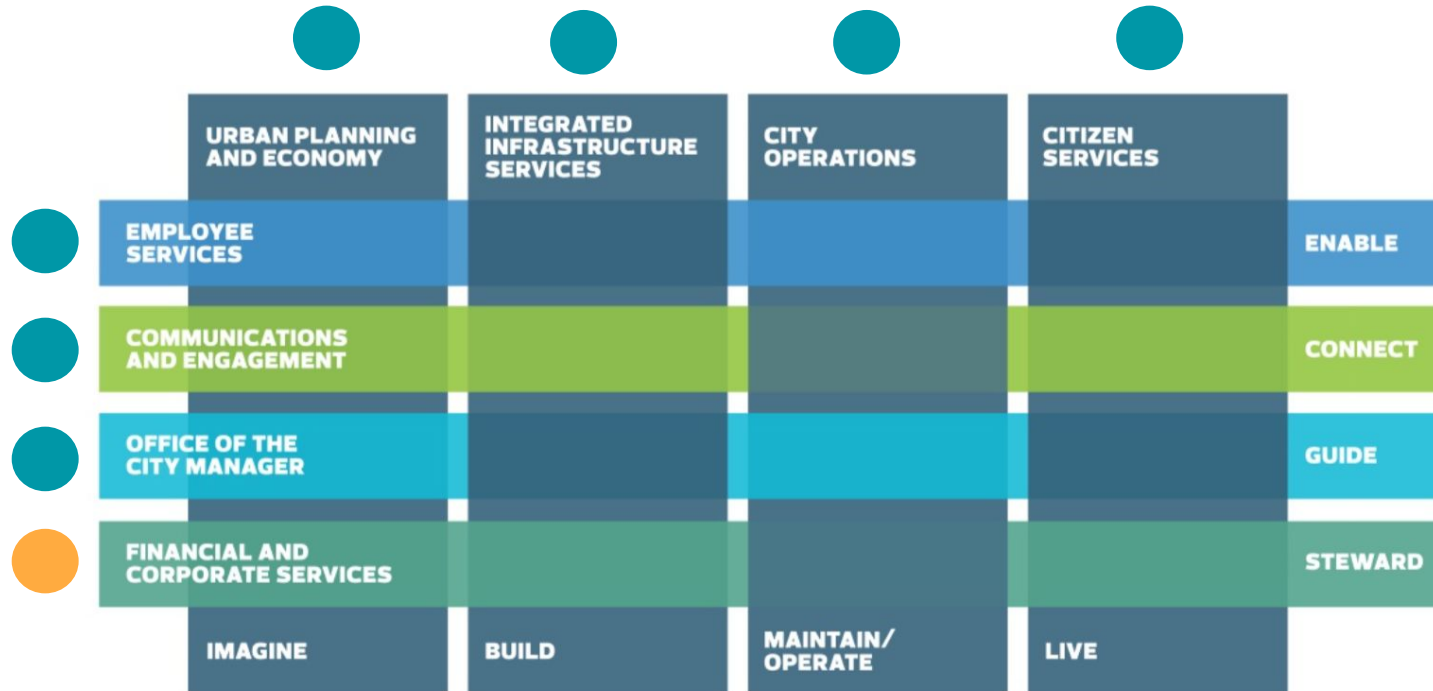


Corporate Policy Framework is part of a broader system of strategies, plans and other management tools that help support the advancement of Council Priorities.

Strategic Planning Framework is the collection of plans and processes that guide how the City works to enable a better life for all Edmontonians.

Through the City's strategic frameworks, the corporation is strengthening a culture of assessment and continuous improvement for all service areas

Corporate Wayfinding



● = Lead Department(s) ● = Supporting Department(s)

The next 90 days of the Corporate Policy Framework, Strategic Planning Framework and Major Shifts in Service

In the next 90 days...

- Council may begin to see policies for consideration (i.e. approval or rescinding) that are part of the policy prioritization work.
- Council may begin to see policies for approval that come forward through the regular course of business.
- Review of goals in ConnectEdmonton and Council priorities for 2023-2026
- Focused sessions on Enterprise Risk Management (ERM)
- Enterprise Performance Management (EPM) update
- Focused sessions on Enterprise Risk Management (ERM)
- Enterprise Performance Management (EPM) update
- Provide an update to City Council on innovation, service reviews and continuous improvement.

The background of the slide is composed of various geometric shapes, primarily triangles and polygons, in shades of yellow, green, and blue. These shapes are layered to create a sense of depth and movement. A large, solid dark blue rectangle covers the right side of the slide, serving as a backdrop for the title and logo.

Corporate Policy Framework: Council Policies

Council Policy



A long-term
commitment to
residents and the
community



Values-based or
aspirational in nature



Provides Administration
with **strategic**
direction

Council policies do not delegate authority or specifically direct Administration

- The **City Administration Bylaw** delegates authorities
- The **City Manager directs Administration** (gives direction to business areas and employees)

Policy Approaches

Council Policies	Administrative Policies
<p>Provide additional guidance necessary to achieve strategic goals and direction within municipal jurisdiction</p> <ul style="list-style-type: none">✓ Ensure further strategic direction by activating Policy Intentions and Directions in <i>City Plan</i>✓ Address direction that might be absent from <i>City Plan</i>	<ul style="list-style-type: none">• Direct Administration on matters delegated to the City Manager under the <i>City Administration Bylaw</i>

The Process

Considerations for Council:

- ☐ Is guidance required?
 - Whose jurisdiction is it?
- ☐ Does *City Plan* address the issue?
 - Is additional direction necessary?
- ☐ Is a Council Policy the correct approach?

Then...

- ✓ Request information from Administration on the issue and options for addressing it

Strategic Planning Framework

What is Edmonton's Strategic Planning Framework?



What Are The Framework Elements?



CONNECTEDMONTON

OUR DIRECTION



THE CITY PLAN

OUR CHOICES



**THE CORPORATE
BUSINESS PLAN**

OUR ACTIONS



BUDGET

OUR RESOURCES



**ENTERPRISE PERFORMANCE
MANAGEMENT**

OUR PERFORMANCE



**ENTERPRISE RISK
MANAGEMENT**

OUR ASSURANCE

CONNECTEDMONTON



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Edmonton

What Did We Hear From Engagements?

Four Strategic Goals



**HEALTHY
CITY**



**URBAN
PLACES**



**REGIONAL
PROSPERITY**



**CLIMATE
RESILIENCE**

The City Plan



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Edmonton

The City Plan

- Makes **choices** for the way Edmonton grows, its mobility systems, open spaces, employment and social networks.
- 6 Guiding Values articulate how Edmontonians want to experience their **Future City** (Belong, Thrive, Live, Access, Preserve and Create)



Our Alignment: Direction & Choices

**HEALTHY
CITY**



**INCLUSIVE
AND
COMPASSIONATE**

**URBAN
PLACES**



**REBUILDABLE
CITY**



**COMMUNITY
OF
COMMUNITIES**

**REGIONAL
PROSPERITY**



**CATALYZE
AND
CONVERGE**

**CLIMATE
RESILIENCE**



**GREENER
AS WE
GROW**

Corporate Business Planning



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OUR PERFORMANCE



ENTERPRISE RISK
MANAGEMENT

OUR ASSURANCE

Strategic Actions

HEALTHY CITY



Affordable Housing & Homelessness

Poverty Elimination

Ride Transit Program

Inclusive City

URBAN PLACES



Blatchford Redevelopment

Edmonton Exhibition Lands Area Redevelopment

Light Rail Transit (LRT) Expansion

Zoning Bylaw Renewal

Growth Management Framework

District Planning

Safe Mobility Strategy

REGIONAL PROSPERITY



Regional Partnerships

Regional Transit

Yellowhead Trail Freeway Expansion

Hydrogen Node

Economic Action Plan

CLIMATE RESILIENCE



25 year waste strategy

Renewal District Energy Systems

Climate Change Adaptation Strategy

Energy Transition Strategy

Solar Energy Projects

Budget



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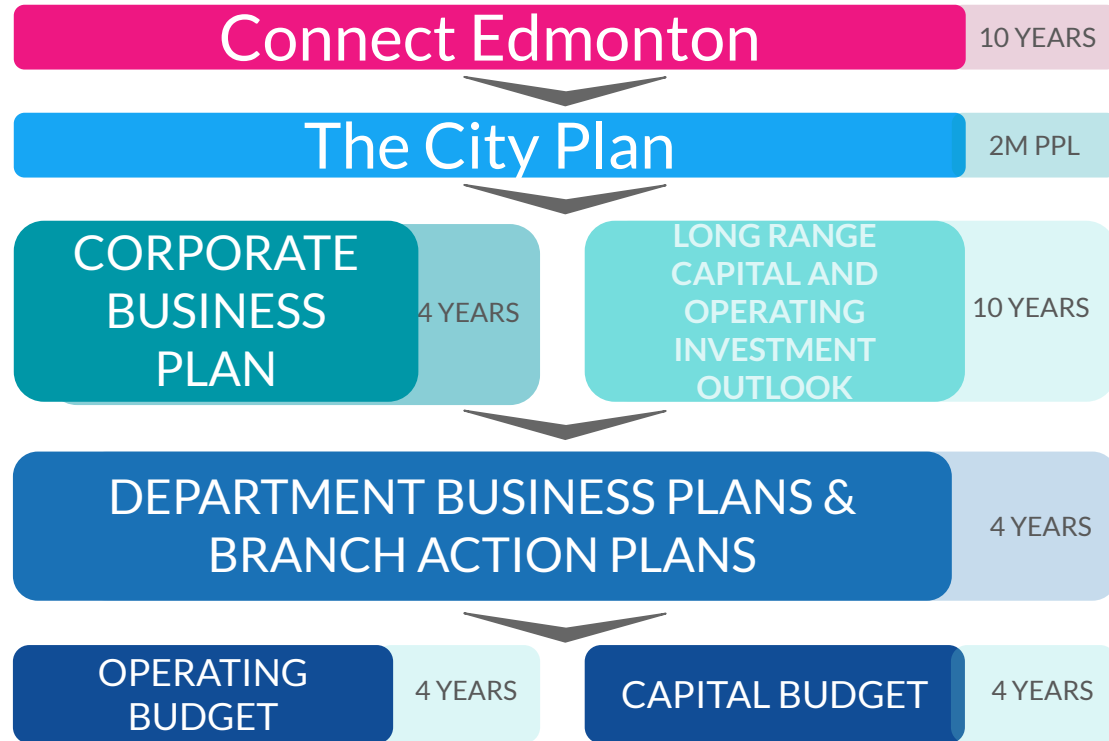
OUR PERFORMANCE



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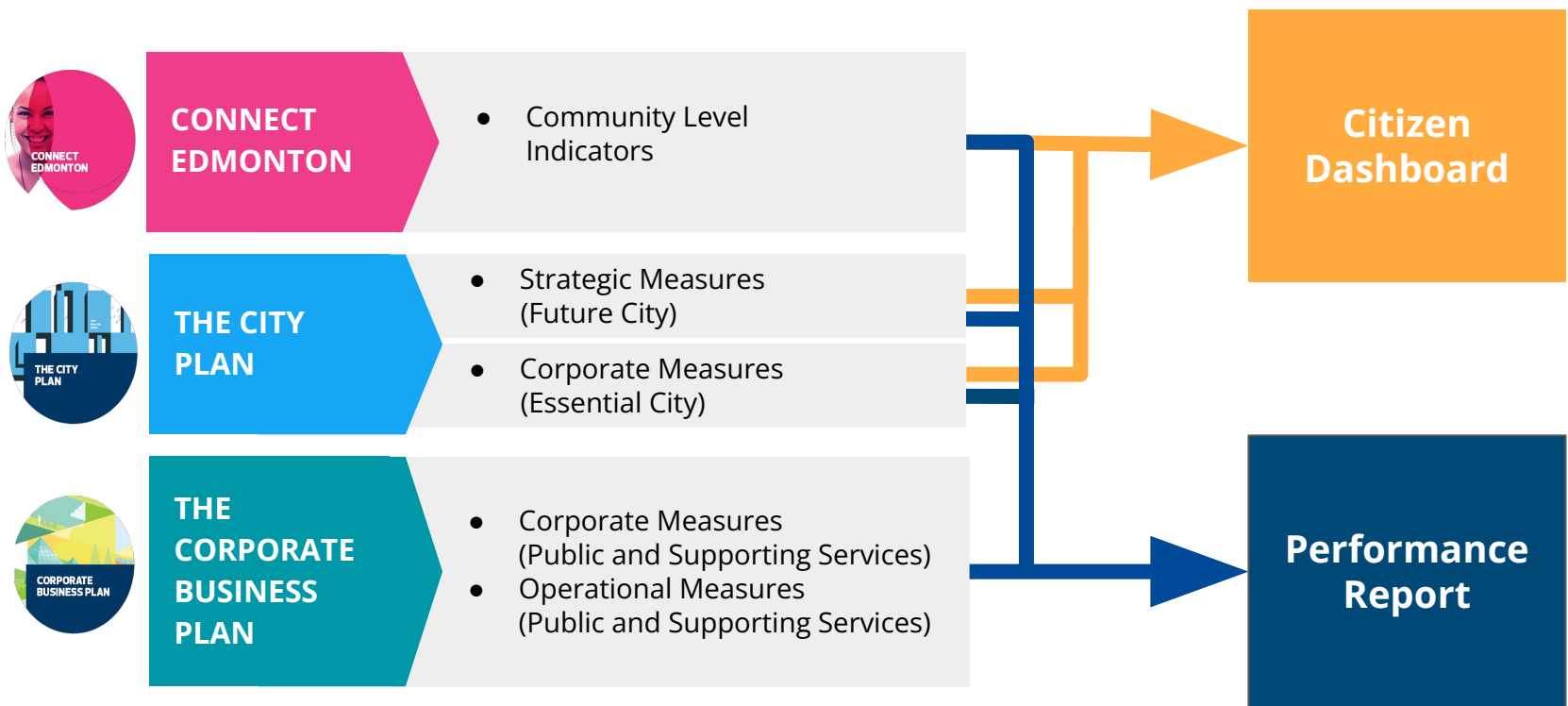
Budget and Corporate Strategy



Enterprise Performance Management (EPM)



EPM: Where the Corporation Communicates Performance?



Enterprise Risk Management



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Edmonton

Enterprise Risk Management

3 Levels of Risk

- Strategic
- Corporate Operating
- Service

Risk Appetite & Tolerance - are top down to pull it all together.



The Strategic Planning Framework



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Major Shifts in Services in 2021-22: What should you know early?

Lessons Learned from COVID-19

COVID-19 has taught us in a rapidly changing environment...

- **Flexibility:** becoming better equipped to recognize opportunities with potential to improve overall agility and efficiency
- **Strategic thinking:** taking the time needed to do things right
- **Digital services:** connecting virtually with Edmontonians

How we move this forward....



Service Shift Examples

Transit

- Digital Fare Payment
- Valley Line Southeast

Recreational Programming

- Virtual Programming
- Digital Assistants/Live Chat Options

Waste Collection

- Edmonton Cart Roll Out
- Cameras and Radio Frequency Identification Readers on Trucks



Waste Wise App

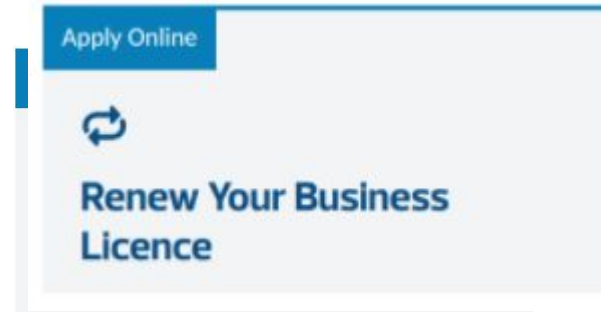
Service Shift Examples

Permits, Business Licences and Zoning Bylaw Renewal

- Reduced wait times for applicants
- Established Service Timelines

Supports for Housing and Homelessness

- Temporary Shelters
- Pilots - Transit Peace Officers and Public Washrooms Downtown



Maturing Frameworks and Growing towards the future...

CUSTOMER EXPERIENCE

Understanding the sum of experiences an Edmontonian has with the City

INNOVATION & CONTINUOUS IMPROVEMENT

Ongoing process of improving products, processes and services on a spectrum of incremental to transformational changes

ENTERPRISE RISK MANAGEMENT

Identifying, assessing, managing, and reporting on enterprise risks associated with the City's business and strategic goals in a systematic, consistent and transparent manner

ENTERPRISE PERFORMANCE MANAGEMENT

Managing our work and improving City performance to achieve the results for Edmontonians

Final Thoughts

Majors shifts in service are informed by various factors.

- What we hear from Edmontonians
- Council's priorities
- Responding to what we hear
- Allocation of resources in the most effective way

Questions?