Making Choices Today to Secure Tomorrow

Advancing the Official Community Plan
On behalf of the Executive Leadership Team, I am pleased to present the City of Regina’s 2018-2021 strategic plan.

Strategic planning is an important tool to set priorities, focus energy and resources and strengthen our operations as we work towards common goals.

This strategic plan is based on direction determined by Council and the community as articulated in Regina’s Vision, Design Regina: the Official Community Plan (OCP), our Community Priorities while responding to changes in the environment. It guides department business plans, staff work plans and budget priorities.

As City Manager, I keep two questions at the top of my mind:

1) How can we, as One City – One Team, best serve residents today?

2) How can we help ensure future residents inherit a vibrant community, as envisioned in the OCP?

The answers require understanding and responding to the evolving needs of our community and the changing environment in which we operate.

To ensure financial sustainability today and into the future, the City must challenge itself to do things differently to continue to meet the goals laid out in the OCP. Over the next four years, City staff will:

• Strengthen our collaboration across the organization, with Council and the community to ensure we are One City – One Team.

• Invest in our people to ensure they are well trained and empowered.

• Find efficiencies or ways to deliver our services differently. We might also have to change services and levels of service to ensure their long-term affordability and viability.

• Engage council and residents on appreciating the cost of service delivery.

• Work with Council to make thoughtful choices about the services the City offers.

This strategic plan is our roadmap to achieve that. Four years from now, I want the community to be able to see the strides made on this strategic plan, including progress towards residents understanding and valuing the costs of City services.

In 2021, the City should be in a much stronger position to assess the cost and long-term implications of service decisions. We will have increasingly robust information on City services to make recommendations to Council that ensure the long term reliability, financial sustainability and affordability of the City’s services.

It can be done because we’ve done it before. Great progress has been made on the last strategic plan, Building the Foundation. Examples include upgrading internal software systems, advancing major policies aligned with the OCP, developing leaders through training and drastically reducing the number of workplace injuries.

While we continue to leverage hard work already completed and work currently underway, this strategic plan will help the City respond to community needs while keeping within our financial means.

Thank you for taking a few moments to read this strategic plan. And thanks for all you do to make Regina a place we are all proud to call home.

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Table of Contents

Purpose of This Document 2
Where Does it Fit? 2
Guiding Direction 3
Vision 3
Mission 3
Principles 3
Values 3
Connection to Design Regina: the Official Community Plan 4
Strategy Map 5
Strategy in Action 6
5 Targeted Outcomes 7
12 Objectives 8
Monitoring and Measuring Success 10
Appendix A Glossary 11
Appendix B How to Read the Strategy Map 12
Appendix C Balanced Scorecard Approach 13
Purpose of This Document

This strategic plan is the City of Regina’s (City’s) roadmap for work planning and priority setting. It provides objectives and direction to focus energy and resources. The plan helps to ensure that all City employees are working toward a common direction.

The strategic plan helps us answer:

▸ What does the City need to change to be more successful in the future?

Where Does it Fit?

The strategic plan is a critical part of the City’s Strategic Framework. The Framework does three important things:

1) Provides context for strategic planning
2) Integrates long-term thinking with achievable, planned change
3) Integrates long-term vision with ongoing delivery of services to residents

This graphic shows the flow of the Strategic Framework and its elements. Each element builds on the previous and provides increasing detail on how the City will achieve the Vision.
The direction for this strategic plan is guided by our Vision, Mission, Principles and Values.

**Guiding Direction**

**Vision**
To be Canada’s most vibrant, inclusive, attractive, sustainable community, where people live in harmony and thrive in opportunity.

**Mission**
We are dedicated to building a strong community by providing reliable, sustainable services.

**Principles**
One City – One Team with a Community First focus (demonstrated through our values)

**Values**
- Accountability
- Respect
- Collaboration

**Community First**
- We exist to serve the community.
- We always consider the community’s perspective.
- We base decisions on what’s best for the whole over the needs of one or a few.

**One City – One Team**
- We are stronger together than individually.
- From front-line workers to executive leaders to Council, we are all invested in the success of the City.
- We strive for a deeper connection between the City, stakeholders and the community.
- We support, challenge and trust each other.
- We celebrate each other’s success.
- We stand united and speak with one voice while delivering effective, reliable services and programs.
Connection to the OCP

*Design Regina: the Official Community Plan (OCP)* was approved in 2014. It includes broad social, economic, environmental, cultural and other important policy goals. These goals were established in response to *8 Community Priorities* that the City and community wish to achieve together.

The *8 Community Priorities* and the policy goals identified in the OCP are intended to be achieved over a 25-year period as Regina grows to a population of 300,000. Policies in the OCP guide the delivery of City services and affect levels of service.

A strategic plan is how the City:
- Works toward the desired future and policy goals outlined in the OCP in a manageable and coordinated way
- Responds to the current environment when pursuing OCP goals

The City’s first strategic plan in support of the OCP, *“Building the Foundation: Strategic Plan 2014-2018”*, led to improvements in City policies, financial viability, workforce and technology.

That success allows the City to now focus on the long-term delivery of effective, reliable services in a way that balances the community needs and wants articulated in the OCP with financial sustainability.
Targeted Outcomes:

- Residents trust us by being informed and engaged.
- We advance policy and service changes consistent with the Official Community Plan.
- We balance community need and affordability across all services.
- Residents value services and believe they receive value for what they pay.
- Employees are engaged and empowered.

Community

- Deliver Reliable Service

Financial

- Improve our Use of Resources
- Increase Understanding of Service Costs and Revenues Relative Levels of Service

Internal Process

- Improve Processes
- Improve Decision-Making
- Improve Integrated Planning
- Improve Internal and External Communication

Learning & Growth

- Enhance Employee Performance
- Embed One City - One Team Principle
- Empower Employees
Strategy in Action

So how does a strategic plan get activated? How is it operationalized in daily work?

Clarify which outcomes to target.

Set by senior leaders (Executive Leadership Team and directors), 5 targeted outcomes (see page 7) represent the results of this strategic plan that are most important for the City over the next four years. These outcomes are based on the OCP and influenced by relevant trends and emerging issues.

Set objectives for achieving the outcomes, grouped within perspectives.

Objectives are a to-do list – concrete steps to achieve the strategic plan. To help teams across the City stay on the same page and on track, 12 objectives (see pages 8 and 9) are categorized within four perspectives. Created using a system based on the Balanced Scorecard approach (see Appendix C), these perspectives ensure that different parts of the business are considered as the City builds toward the objectives under Community Perspective.

Decide how to measure success.

It is often said, “What gets measured gets done”. That is why performance measurement is so important to the City.
5 Targeted Outcomes

Residents trust us by being informed and engaged.
The community better understands the trade-offs necessary to determine services and levels of service and trusts the City to deliver those services in a responsible way.

We advance policy and service changes consistent with Design Regina: the Official Community Plan.
Developed through extensive community engagement, the OCP is as much a City document as it is the community’s. Because the OCP describes the future state, the City needs to ensure policy and decisions continue to move toward achieving the OCP.

We balance community need with affordability across all services.
Given the wide range of services the City provides, it is important to diligently balance what the community needs and wants with affordability.

Residents value services and believe they receive value for what they pay.
Since the City exists to serve the community, services should meet expectations while building the community’s trust that tax rates are fair.

Employees are engaged and empowered.
As deliverers of programs and services to the community every day, City employees should all feel a sense of pride in their work to make Regina a vibrant, inclusive, attractive, sustainable community.
12 Objectives

Community Perspective
Since the City exists to serve the community, objectives within this perspective are about what everyone should experience.

Deliver Reliable Service – Provide residents the same level of service, delivered consistently every time.

Improve Service Financial Sustainability – Ensure the community has services today and in the future that meet everyone’s needs at a price they can afford.

Increase Understanding of the Cost of Services – Provide information about the cost of services and engage the community in making level of service choices.

Financial Perspective
The City budget comes from public money. Objectives within the financial perspective help ensure public money is used the best way possible to deliver services and value to the community.

Improve our Use of Resources – Practice prudent fiscal management of existing resources by ensuring that financial and human capital are used efficiently. Ensure services have cost recovery levels that are consistent with the benefits model.

Increase Understanding of Service Costs and Revenues Relative to Levels of Service – Develop a stronger understanding of the unit cost of each service and the impact of level of service changes on revenues and expenses.
Internal Process Perspective

How can the City work better – more effectively and more efficiently? These objectives focus on improving the way work is done to enhance value-for-money for the community.

**Improve Processes** – Ensure processes are documented, followed and improved when possible to provide consistent services to the community.

**Improve Decision-Making** – Make data-driven decisions based on commonly understood priorities.

**Improve Integrated Planning** – Collaborate and plan at the departmental, service and project level while considering others’ plans.

**Improve Internal & External Communication** – Communicate in an open and transparent way by developing and following communication plans and strategies.

Learning & Growth Perspective

2,500 City employees work day and night to deliver effective, reliable services to the community. Because they are integral to this strategic plan, how should the City invest in and support employees to meet objectives?

**Enhance Employee Performance** – Develop employees through training that supports their ability to deliver service to the community.

**Embed One City - One Team Principle** – Support employees as they collaborate across the organization to achieve the direction set out in this and other plans.

**Empower Employees** – Ensure employees understand their contribution to the community. Support individuals at all levels of the organization.
Monitoring and Measuring Success

By attaching measures and targets to the 12 Objectives, the City is able to monitor and report on its progress using a corporate balanced scorecard. This strategic plan is a living document that will undergo regular monitoring and updating throughout its four-year lifespan, at least annually.

How teams across the City will fulfill the 12 Objectives is determined through the annual business planning process. The municipal budget presented annually to City Council allocates the financial resources required to deliver day-to-day services as well as the projects and initiatives intended to help meet the strategic plan.
Balanced Scorecard – a performance measurement system/process that has four perspectives to organize/categorize planning and measurement.

Master Plan – a long-term plan of up to 25 years that describes citywide outcomes for a service or group of services and should have a strong link to the OCP. Some master plans may also describe the investment, development and renewal plans for assets to maintain the target level of service. Master plans are not necessarily a commitment for future investment, but help inform decisions made by Administration and Council, especially during annual business planning and budget processes.

Mission – why the City exists, and for whom. Regardless of circumstances, it provides a means to judge all the other choices that form the strategic plan.

OCP/Official Community Plan/Design Regina – the highest level policy document used to manage the city’s growth to 300,000 people and set the stage for its longer-term development. The OCP contains a comprehensive policy framework that will guide the physical, environmental, economic, social and cultural development of the city.

Performance Measurement – the process of collecting, analyzing and/or reporting information regarding organizational (branch/department/division/corporate) performance.

Planning Framework – the integration of long-term thinking and vision with achievable, planned change and the ongoing delivery of services to residents.

Principles – underlying beliefs that influence and guide behaviour.

Strategy Map – a diagram that describes how an organization creates value by connecting strategic objectives in explicit cause-and-effect relationships with each other within Balanced Scorecard perspectives.

Strategic Plan – a roadmap for work planning and priority setting, the system uses two key tools – the strategy map and balanced scorecard – to link planning with performance measurement and to the financial resources required to deliver programs and services.

Vision – a statement of what an organization is striving for, what it wishes to be true. The time frame the City of Regina is focused on is 25 years, as it is within this period that we will likely see our population at or near the 300,000 mark. The Vision, first adopted by City Council in 2007, has been further enhanced by the 8 Community Priorities.

Values – highlight what is important to the organization, the essential qualities and elements all City teams must embody.
Appendix B - How to Read the Strategy Map

The strategy map is a visual depiction of everything discussed in the Strategic Plan. How does the City create value? By establishing cause-and-effect relationships between the 12 Objectives across four perspectives.

This strategy map is helpful in understanding:
• The story of how the City creates value for residents
• How the 12 Objectives lead to 5 Targeted Outcomes
• The upward flow of value creation
• Predominant links between objectives, but not every connection

Targeted Outcomes:
- Residents trust us by being informed and engaged.
- We advance policy and service changes consistent with the Official Community Plan.
- We balance community need and affordability across all services.
- Residents value services and believe they receive value for what they pay.
- Employees are engaged and empowered.

Read the strategy map from bottom to top. It starts with the Learning & Growth perspective because employees are foundational to achieving results.

Arrows in the map show the links between objectives and represent the most important drivers toward a targeted outcome. They are constructed by if-then logic: if we improve processes, then we will improve our use of resources. The square enclosing the objectives in the Learning & Growth perspective conveys all of the objectives must be achieved together and feed the objectives above.

Four Perspectives:
Four categories that work together to achieve strategic results and enable the strategy to be viewed in different ways.

12 Objectives
Key action statements that break the strategy into smaller parts to make it actionable.
Appendix C - Balanced Scorecard Approach

The City’s approach to strategic planning links the organization’s main goals to the operational programs and services delivered to residents. This link is intended to help all employees see how their day-to-day work is connected to the high-level outcomes the City strives to achieve.

This strategic plan was created by engaging over 200 staff at various levels across the organization. First, the leadership team (executives and directors) set an initial direction. That was then assessed and validated at two dedicated engagement sessions and during business planning.

The plan was built based on the Kaplan-Norton Balanced Scorecard method:

Targeted outcomes are derived from the Vision, Mission, Principles, Values and Community Priorities to support the achievement of the goals outlined in Design Regina: the Official Community Plan.

Objectives are created within four perspectives – Community, Financial, Internal Process and Learning & Growth – to create actionable components. These perspectives are not simply for organization. It takes four perspectives to understand the organization as a system, made up of elements that work together to create value for our community. Each perspective builds on the ones below to tell the story of how the City will build value over the next four years to achieve the targeted outcomes. We start with the Learning & Growth perspective and build to the Community perspective.

The Community perspective describes the primary objectives the City must meet to achieve the outcomes of the plan. This perspective is the most critical because the City is not a private business, driven by financial results (although financial-sustainability is critically important). Community satisfaction with City services is critical to success. Meeting the objectives within the Community perspective requires satisfactory financial stewardship. This is built on effective and efficient processes delivered by knowledgeable and skilled staff using appropriate tools and technology.