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DATE: December 16, 2010

REPORT TITLE: **STRATEGIC PLANNING CYCLE FOR 2011 - 2014**

FROM: David Szwarc, Chief Administrative Officer

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### RECOMMENDATION

**That the timelines for the Strategic Planning Cycle set out in the report of the Chief Administrative Officer (CAO), dated December 16, 2010 and titled "Strategic Planning Cycle For 2011 - 2014", be approved.**

### REPORT HIGHLIGHTS

- Peel's Term of Council Strategic Planning Cycle aligns annual budget requests to Council's strategic goals and priorities
- Council will have an opportunity to set the Term of Council direction through the approval of the Strategic Plan 2011 – 2014 and Term of Council Priorities
- Budget timelines propose 2011 Budget be presented to Council, beginning January 27, 2011 with the Corporate Overview presentation followed by External Agency presentations
- Program or departmental presentations will be scheduled for February and March.

### DISCUSSION

#### 1. Background

The purpose of this report is to provide Council with the proposed process and timelines for the term of Council Strategic Planning Cycle including the 2011 Budget.

#### 2. Strategic Planning Cycle

Peel's Strategic Planning Cycle engages Council in strategic policy and financial management decision-making throughout the term of Council. Key elements of the Strategic Planning Cycle (Appendix I) include: Strategic Plan, Term of Council Priorities, Budget, ongoing policy work, performance monitoring and reporting. The process allows for integration of planning across the organization aligned to Council's strategic goals and priorities. As a result there is a stronger alignment of the budget process to strategic priorities and will assist in identifying operational improvements and achieving financial sustainability for Peel.

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## STRATEGIC PLANNING CYCLE FOR 2011 - 2014

- a) **Strategic Plans:** Earlier this year, Regional Council endorsed a process to renew the Strategic Plan in anticipation of a new Term of Council. The Strategic Plan was developed by drawing on existing program plans that have been developed with public input and Council endorsement, as well as a review of Area Municipal strategic plans. The Strategic Plan will be presented to Council in January, 2011. Although the Strategic Plan is renewed with each Term of Council the Plan represents desired long term strategic outcomes for the Region.
- b) **Term of Council Priorities:** The Term of Council Priorities represents a new component to Peel's business planning process. It will articulate the areas of focus for Council and the organization over the next four years, which is required to advance desired strategic outcomes. It will also provide the context against which performance can be measured, and policy directions can be assessed throughout the Term of Council for strategic alignment. For year one staff will present proposed Term of Council Priorities to Council for consideration on January 13, 2011.
- c) **Budget:** As reported to Council previously, Peel's budget process begins in late spring and continues throughout the summer and fall. The process this year provided for greater collaboration across the organization and aligned the budget resource asks to the Strategic Plan and Term of Council Priorities. The Budget provides the resources to deliver on Council's strategic priorities and operationalize the Strategic Plan. The Budget will also provide Council with a Term of Council tax rate forecast along with forecast assumptions. 2011 Budget timelines (Appendix II) have been adjusted to reflect the Strategic Planning Cycle. Council's review of the 2011 Budget will begin on January 27, 2011. Following the Regional Overview presentation Council will receive presentations for Peel's Regionally financed external agencies (Police and Conservation Authorities) followed by department presentations.
- d) **Engage Council in Ongoing Policy Work:** As in the past, throughout the year Council will be engaged in policy discussion on emerging trends and issues which assist in advancing our desired strategic outcomes.
- e) **Performance Monitoring and Reporting:** Progress on implementation of priorities will be monitored against established targets and together with ongoing financial performance monitoring staff will report to Council on a semi-annual basis (integrated with the current Semi-Annual Financial Performance Report). Where necessary staff will recommend and seek Council approval of corrective actions.
- f) **Year 2 – 4:** Each year Council priorities will be updated to reflect the policy directions of Council. Council will revise the priorities for the remaining term. Following approval of the updated Term of Council Priorities Council will receive Budget documentation. The cycle will repeat itself each year over the term of Council.

### 3. Next Steps

Staff are in the final stages of preparing the draft Strategic Plan, Term of Council Priorities and 2011 Budget documents. Staff will deliver the Budget Document to Councillors on January 13, 2011 together with the draft Strategic Plan and proposed Term of Council Priorities. The timelines provide Council with time to review the 2011 Budget in preparation for discussion in the weeks to follow.

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**CONCLUSION**

The Strategic Planning Cycle demonstrates the continuous flow and interdependencies between our strategic, operational and financial planning, as well as our commitment to ongoing performance monitoring and reporting as it relates to advancing Council's strategic priorities.

As in the past, staff continues to work toward delivering a fiscally responsible budget while delivering valuable services to the residents of the Region.



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D. Szwarc, Chief Administrative Officer

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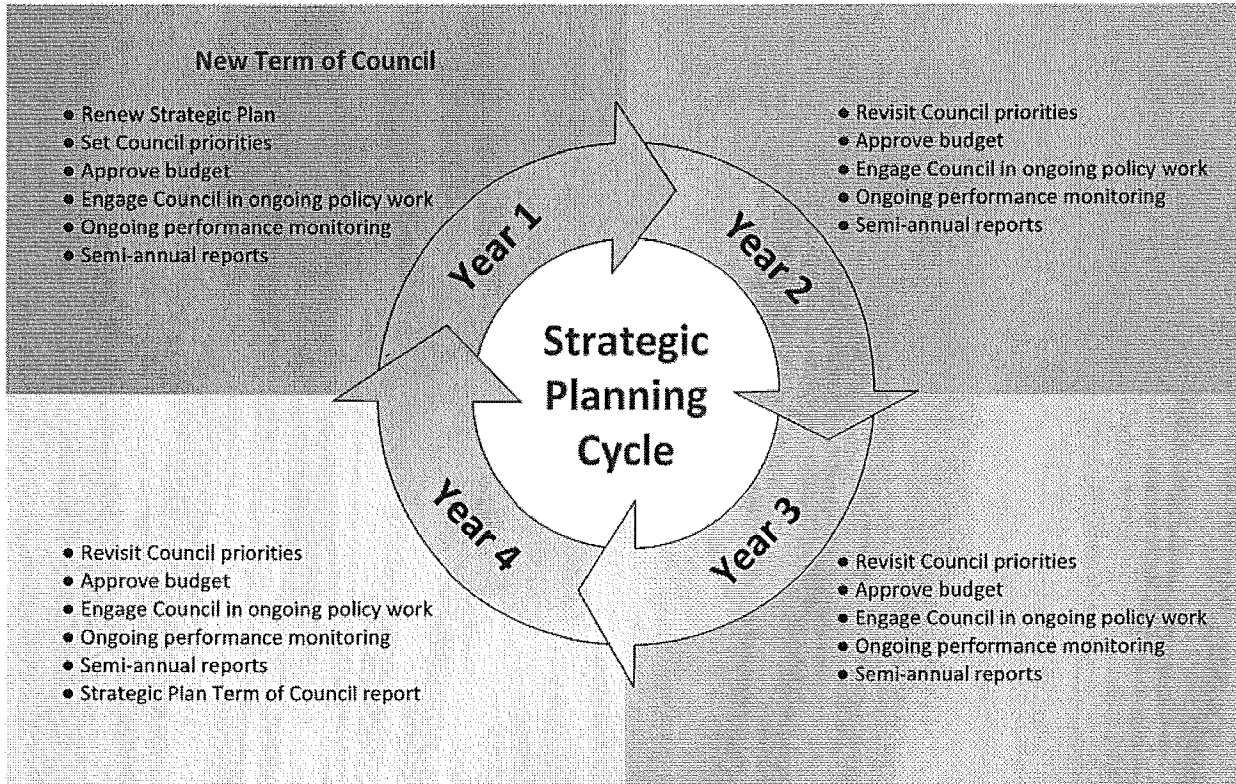
c. Legislative Services

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**STRATEGIC PLANNING CYCLE FOR 2011 - 2014**

**APPENDIX I**

**Strategic Planning Cycle**



## APPENDIX II

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## STRATEGIC PLANNING CYCLE FOR 2011 - 2014

## APPENDIX II

**2011 Budget Timelines**

The following table outlines the 2011 Budget timelines at a high level. With the upcoming Council election, these timelines were developed with the intention of bringing the 2011 Regional Budget Overview to Council in January 2011.

Date	Output
April 2010	EMT Budget Process Review
June 2010	Commissioner and Director Budget Workshop
July 2010	Conservation Authority Budget Workshop
October 2010	EMT Budget Reviews
November 2010	Peel Police Services Board Submission
December 2010	Budget Process Update
January 13, 2011	Strategic Plan V Close Out Report Strategic Plan 2011-2014 Report Term of Council Priorities Report
January 27, 2011	2011 Regional Budget Overview and Police Services Budget Presentations
February 10, 2011	Conservation Authorities Presentations
February/March 2011	Departmental and Program Presentations