

Corporate Strategic Planning

FINANCIAL SERVICES & UTILITIES

Branch Manager:
Brian Latte

2016-2018 Business Plan



Table of Contents

INTRODUCTION

Our Branch	37
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CONTRIBUTION TO THE CITY'S VISION

The Way Ahead	39
CLT Strategic Focus Areas	39
Branch Initiatives	41
Building a Great City	43

RISK IDENTIFICATION AND EMERGING ISSUES

Risk Identification	45
Emerging Issues	46

BRANCH STRUCTURE & PROGRAMS 47

PLANNED CHANGES – FINANCIAL IMPACTS

2016-2018 Plan – Branch Summary	52
Changes to Maintain Current Service Levels	52

CAPITAL INVESTMENT 52

APPENDIX

Appendix I – Summary Alignment of Outcomes & Performance Measures	53
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Message from the Manager

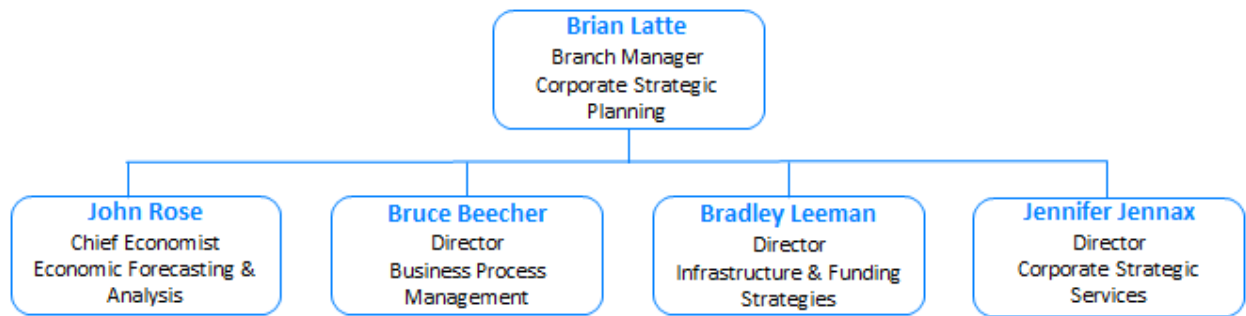


“Edmonton needs to continually look to the future. A strong vision and strategic plan ensures that we are set on the right course while also preparing for the changes ahead. An integral part of the City’s Strategic Plan is the effective and efficient delivery of limited resources. We all must ensure that the City is providing the right programs and projects needed to build a great city. This can be achieved through effective strategic planning, responsible operational and capital spending, and continually measuring our success.”

Since 2010 Edmonton has enjoyed one of the best records in employment growth among Canada’s top metropolitan areas. This outstanding economic performance has attracted tens of thousands of migrants to our city, which in turn has boosted our population, adding depth and breadth to our labour force while enhancing the diversity and vibrancy of Edmonton’s urban culture. It is critical that the city effectively manage the opportunities that come with this dynamic growth in order to build a sustainable city.

Corporate Strategic Planning will continue to monitor developments regionally and locally; put in place the tools necessary to ensure the City is measuring progress on its strategic objectives; work with teams across the Administration to foster continuous improvement and innovation in the City’s day-to-day operations; and manage our capital assets with a view to ensuring the long term sustainability of the services the City provides.

Brian Latte, Branch Manager
Corporate Strategic Planning



Our Branch

Corporate Strategic Planning provides leadership to all departments on strategic planning. This includes expert advice and coaching on infrastructure management, business planning, innovation and continuous improvement, enterprise risk management, performance measurement and economic forecasting and analysis. The Branch supports the City with timely, accurate information and tools that aid Council and City Administration in evidence-based decision-making that will ensure the City's sound, sustainable stewardship of public resources.



More specifically, Corporate Strategic Planning provides leadership by integrating the City's strategic planning process with an emphasis on achieving Council's Strategic Plan, *The Way Ahead*. The alignment between planning and outcome is achieved through the performance measurement process led by this Branch.

Corporate Strategic Planning also plays a lead role in the evolution and continued implementation of the City infrastructure strategy by the development and use of a variety of innovative infrastructure asset management tools. These tools ensure that programs to renew, upgrade and expand

infrastructure assets are sustainable and support the city's plans and priorities. Incorporating an integrated and strategic approach, the branch assists Council in optimizing investment in infrastructure and aids Council in capital planning for a long-term view of Edmonton's infrastructure needs. This branch leads the development of the ten-year Capital Investment Agenda which identifies the City's longer term capital projected requirements and the four-year Capital Budget for Council approval.

Corporate Strategic Planning also monitors the ever-changing economic environment and prepares the Economic Indicator Report, Municipal Price Index and Neighbourhood Renewal Price Index reports: short- and long-term forecasts which include demographic and social issues for the city and region.

This branch also offers the Corporate Continuous Improvement and Innovation Program, which facilitates building a more visible and systemic culture of innovation in the City to increase organizational effectiveness and efficiency, improves business processes, reduces costs and increases revenues, and communicates the results to Council and citizens.

Over the next three years, the branch will be focused on achieving three goals. Each goal is directly linked to at least one outcome. These outcomes illustrate what will be the demonstrable result of achieving the goal, and each has a measure that makes clear what will be considered successful.

Table 1: Corporate Strategic Planning Goals and Outcomes

Corporate Strategic Planning Goals and Outcomes	
Goal 1: Facilitate building a culture of evidence-based decision-making, innovation and continuous improvement in the City.	Outcome 1: Branches are supported in their annual innovation and continuous improvement initiatives.
	Outcome 2: Community decision-makers receive regular, accurate and timely data and reports.
Goal 2: Increase use of our branch's services in all areas of the City and with external partners.	Outcome 1: Partners recognize us as the corporate experts and trusted advisors in our areas of responsibility within the corporation.
Goal 3: Employees in our branch enjoy their work because expectations are clear, opportunities are provided to enrich careers and we work together collaboratively.	Outcome 1: Branch and section work plans are developed on a timely basis.
	Outcome 2: The Branch recognizes branch employees' individual knowledge, skill sets and career interests
	Outcome 3: Branch leadership team supports opportunities for collaboration

**Please see Branch Structure & Programs for more information.*

Contribution to the City's Vision

THE WAY AHEAD

Corporate Strategic Planning helps the corporation meet its commitments in *The Way Ahead* Implementation Plan by supporting the majority of tactics across the organization. In particular the branch will dedicate time to support the following tactics:

THE WAY AHEAD TACTIC	LEAD DEPARTMENT
GROWTH STRATEGY IMPLEMENTATION 	Sustainable Development
LRT PLANNING, FUNDING AND ADVOCACY AND PRIORITIZING 	Transportation Services
FACILITY RENEWAL STRATEGY 	Community Services
OPEN CITY	Corporate Services
CORPORATE CULTURE	Corporate Services



Corporate Strategic Planning will lead the next update to *The Way Ahead*; the current plan expires in 2018. Some of the specific work associated with this update is provided in other sections of this business plan.

CORPORATE LEADERSHIP TEAM - STRATEGIC FOCUS AREAS

As Corporate Strategic Planning provides strategic leadership and expert advice to Council, senior City management and departments, the branch plays a central role in fulfilling Corporate Leadership Team's strategic focus areas. A significant portion of the branch's day-to-day work is related to these focus areas.

The following table identifies upcoming work that will meet Corporate Leadership Team's expected achievements for this planning cycle.

Table 2: Strategic Focus Areas

Focus Area: Strategic Plan The Way Ahead	
Element	Branch Tactics
The Way Ahead	Develop and implement the process for the renewal of <i>The Way Ahead</i> through Collaboration, Consultation, Public Engagement and Environmental Scanning.
The Ways Plans	Facilitate knowledge transfer to strategic coordinators/ planners on performance measurement, strategic planning and risk management.
	Provide corporate-wide forecasting necessary for business planning and budgeting.
	Provide leadership and a framework for corporate planning around operating/capital budget.
Performance Management and Reporting	Develop and deliver the annual <i>The Way Ahead</i> progress report and implement learnings and improvements each year to assist departments better operationalize reporting.
	Build and maintain a corporate performance measure registry that will streamline and allow efficient access to key performance measure results, increase capacity for evidence-based decision making and increase efficiencies in performance measurement reporting.
	Report continuous improvement and innovation results to staff, Council and citizens on a quarterly basis to increase the awareness of the innovative work the City is doing and to positively impact stakeholder perceptions of efficiency and effectiveness.
Focus Area: Administrative Governance	
Element	Branch Tactics
Organizational Culture	Maintain a cascading innovation sponsorship network that leads and sustains a culture of continuous improvement and innovation and reflects this in branch business plans, management's performance goals and expected results in Personal Contribution Plans.
Developing Capacity	Support CLT in the identification of annual corporate innovation initiatives that are strategic and more transformational in nature. Offer performance measurement, continuous improvement and innovation training to sustain a distributed network of trained facilitators who will unlock the potential of frontline managers, middle managers and the whole workforce for recognizing and engaging in innovation.
	Support branches in identifying and reporting on performance measures and annual continuous improvement and innovation projects in their multi-year business plans.
Focus Area: Corporate Oversight	
Element	Branch Tactics
Risk Assessment / Enterprise Risk	Strengthen Enterprise Risk Management (ERM) across the organization by: <ul style="list-style-type: none"> □ developing an enterprise risk policy/ administrative directive.

Management / Corporate Performance Measures	<ul style="list-style-type: none"> <input type="checkbox"/> creating a toolkit that can be used by departments. <input type="checkbox"/> actively monitoring economic, social and demographic environment. <input type="checkbox"/> presenting an annual ERM report on the <i>Way Ahead</i> Documents to CLT and Audit Committee. <input type="checkbox"/> including ERM in branch business plans.
Performance of the Organization	Maintain a dashboard with organizational performance results for CLT, Leadership and Council. Determine and implement citizen dashboard improvements.
	Help departments identify relevant performance measures that have targets set and will assess if they've met their goals.
	Lead departments through a process to evaluate and learn from their performance results and incorporate learnings into their next planning cycle.
	Identify opportunities to evaluate business processes for the purpose of identifying enhancements and opportunities of potential improvements in workflow management, operational efficiencies, system capabilities, internal controls, reporting, governance and oversight.
	Maintain a community of SAP super users connected through a community of practice. Create opportunities to implement future functionality by standardizing system usage and increasing data accuracy. Obtain insight and strategic direction for SAP from business owners and create educational and cultural opportunities for users of SAP.
3-Year Operating Budget 4-Year Capital Budget 10-Year Capital Investment Agenda	Maintain the approved 2015-2018 capital plan, including the management of all related Supplemental Capital Budget Adjustments. Prepare 2019-2028 Capital Investment Agenda, and begin preparations for the 2019-2022 Capital Plan.
LRT	Work with all stakeholders, including Transportation Services, Governments of Canada and Alberta and City Council to execute the funding formula for the Valley Line LRT. This includes negotiating terms for the Provincial Loan as well as the contribution agreements between the City and P3 Canada, BCF, Green Trip and the Provincial BCF matching grant, as well as maintaining those agreements (reporting, auditing, etc.) once in place.

BRANCH INITIATIVES

Corporate Strategic Planning will contribute to the City meeting its strategic outcomes over the next three years. Our Branch has identified specific tactics it will execute to achieve the goals and outcomes. These tactics are highlighted in the table below with the branch goal it supports.

Table 3: Branch goals and strategies

Goal	Strategy or Tactic
<p>Goal 1: Facilitate building a culture of evidence-based decision-making, innovation and continuous improvement in the City.</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Develop and implement the process for the renewal of <i>The Way Ahead</i> through Workshops, Consultation, Public Engagement and Environment Scanning. <input type="checkbox"/> Increase corporate maturity in performance measurement, enterprise risk management and business planning by providing internal consulting services to departments, building and maintaining corporate registers and managing the Citizen Dashboard/Gender Gap Dashboard. <input type="checkbox"/> Providing training sessions to departments on financial management, asset management knowledge transfer, performance measurement, strategic planning, enterprise risk management, continuous improvement, and innovation and change management. Support these sessions with toolkits and glossary of terms that other departments can use. <input type="checkbox"/> Continue use of data driven models like RIMS and DIMS to provide analysis to help inform budget and land use decisions. <input type="checkbox"/> Ensure grant funding reports are linked to corporate performance reporting and that infrastructure needs, priorities and corporate direction-setting inform funding decisions. <input type="checkbox"/> Improve the “One City” approach to capital budgeting processes to maximize transparency, accountability and the delivery of service to citizens via reliable, relevant infrastructure. <input type="checkbox"/> Foster a culture of continuous improvement and innovation through a distributed network of trained continuous improvement and innovation facilitators across the Corporation who work with managers and staff. Report continuous improvement and innovation results to staff, Council and citizens on a quarterly basis to increase the awareness of the innovative work the city is doing and to positively impact stakeholder perceptions of efficiency and effectiveness. <input type="checkbox"/> Maintain a community of SAP Business Process Champions, improving SAP application governance by driving prioritization and investment strategy through data analysis. <input type="checkbox"/> Continue ongoing reporting of current economic indicators and regular forecasts of economic activity within the City and the region. <input type="checkbox"/> Update the City’s economic models to ensure accurate and timely forecasts.
<p>Goal 2: Increase use of our branch’s services in all areas of the City and with external partners</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Develop a common approach and standard for planning, performance measures and risk identification in department and branch business plans. <input type="checkbox"/> Continue to provide leadership to internal communities of practice in our areas of expertise. <input type="checkbox"/> Promote asset management principles internally and externally, representing Edmonton on National and International platforms. <input type="checkbox"/> Provide funding advice, consultation and direction to senior management and business areas to leverage funding opportunities and ensure grants are fully optimized, as well as establish and maintain working relationships

	<p>with partner governments and key stakeholders to advance funding needs and priorities.</p> <ul style="list-style-type: none"> <input type="checkbox"/> Pursue continuous improvement and innovation opportunities with other departments. <input type="checkbox"/> Build and maintain continuous improvement and innovation coaching and mentoring expertise to effectively support leaders and teams in their innovation planning and projects by investing in best practice research, training and professional development. <input type="checkbox"/> Expand the SAP Business Process Champion community to other business areas by demonstrating the benefits of the model in increasing application efficiency, as well as the benefits of targeted investment in the application. <input type="checkbox"/> Encourage ongoing interaction with local media and City staff (brown bag lunch).
<p>Goal 3: Employees in our branch enjoy their work because expectations are clear, opportunities are provided to enrich careers and we work together collaboratively.</p>	<p>Please see “Culture in the Workplace” below for the branch strategies.</p>

BUILDING A GREAT CITY

This section highlights the strategies and tactics/actions Corporate Strategic Planning branch will undertake to build a great city. This includes:

Continuous Improvement and Innovation

The Branch will:

- ☐ Foster the development of a continuous improvement and innovation culture across the organization that enable our leaders and staff to address complex challenges and changes in the social, cultural, economic and natural environments.
- ☐ Ensure managers and supervisors have the information and tools to demonstrate active and visible support for an innovation culture at all levels and to ensure that change management considerations are part of our approach.
- ☐ Train, coach and mentor a decentralized network of continuous improvement, innovation and change management facilitators across the organization who will be responsible for driving innovation projects in their areas.
- ☐ Promote recognition systems that will ensure great ideas are noticed, in order to reward individuals and teams and to build excitement for our innovation accomplishments.
- ☐ Promote continuous improvement and innovation results in quarterly newsletters, articles on

Great City News and on the City Manager's blog that increase employee, Council and citizen perception of the City of Edmonton as an innovative organization.

- ❑ Monitor best practice research to improve our business processes management and innovation tools and approaches on an ongoing basis.
- ❑ Support and maintain a distributed community of SAP super users embedded into their respective business areas, resulting in opportunities to implement analytics and future functionality by improving system usage and data accuracy; improved insight and strategic direction for SAP from business owners; and new educational and cultural opportunities for users of SAP.
- ❑ Support ongoing continuous improvement efforts to maintain the robustness of the Logic Model.
- ❑ Evaluate the process and effectiveness of *The Way Ahead* and incorporate the results into the next refresh.

Culture in the Workplace

Corporate Strategic Planning will meet its goal "Employees in our branch enjoy their work because expectations are clear, opportunities are provided to enrich careers and we work together collaboratively" through its culture action plan and other activities that will occur in specific work areas. The following table provides an overview of this action plan.

Table 4: Branch Culture Action Plan

Culture Action Plan	
Issue to be Actioned	Employee engagement, satisfaction and culture: <ol style="list-style-type: none"> 1. Frequent performance feedback 2. Branch-wide communication 3. Career advancement 4. Strengthen Branch culture
Desired Outcomes	<ol style="list-style-type: none"> 1. Improved performance review process 2. Increased opportunity for information exchange 3. Increased opportunities for career advancement within the branch 4. Increased awareness of corporate-level culture initiatives through support of the culture initiatives, staff recognition and collaboration

Employee Engagement Survey Performance (% favourable survey response)	2012 (Actual)	2014 (Actual)	2016 (Target)
<input type="checkbox"/> Overall Engagement <input type="checkbox"/> Overall Culture <input type="checkbox"/> Overall Workplace <input type="checkbox"/> Overall Job Satisfaction <input type="checkbox"/> Overall Immediate Supervisor	N/A Branch was created in 2013	<input type="checkbox"/> 75% <input type="checkbox"/> 74.1% <input type="checkbox"/> 69.1% <input type="checkbox"/> 63.3% <input type="checkbox"/> 85.4%	Maintain or Improve 2014 results

**Please see Appendix I – Summary Alignment of Outcomes & Performance Measures for more information.*

Risk Identification and Emerging Issues

RISK IDENTIFICATION

The following table identifies the operational risks associated with the Branch. The Likelihood score is from 1-Rare to 5-Almost Certain. The Impact score is from 1-Minor to 5-Worst Case.

Table 5: Risks and Mitigation Strategies

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Changes in policy environment	3	4	<input type="checkbox"/> Actively aware of changing political climate <input type="checkbox"/> Anticipate policy changes <input type="checkbox"/> Regular communication with senior administration in other levels of government	Branch Leadership
Changes in corporate priorities	3	4	<input type="checkbox"/> Proactive contact with CLT and BMLT <input type="checkbox"/> Participate and demonstrate leadership in relevant steering committees <input type="checkbox"/> Demonstrate value and accountability	Branch Leadership

Customer/Citizens- Keeping up with demands	4	3	<input type="checkbox"/> Continuous improvement <input type="checkbox"/> Provide training/ coaching/ mentoring to other departments <input type="checkbox"/> Partner with external organizations <input type="checkbox"/> Contract resources <input type="checkbox"/> Effective communication strategies	Branch Leadership
Accurate, reliable data and analysis	3	3	<input type="checkbox"/> Sufficient resources and time to review <input type="checkbox"/> Put effective and relevant protocols and processes in place <input type="checkbox"/> Utilize reliable data sources in a consistent way	Branch Leadership
Project Management- Competing organizational priorities, scope change	4	2	<input type="checkbox"/> Demonstrate value and accountability <input type="checkbox"/> Manage client expectations <input type="checkbox"/> Clearly define project charter and project plan; keep up-to-date and followed <input type="checkbox"/> Ensure active and visible leadership	Branch Leadership

EMERGING ISSUES

Corporate Strategic Planning stays current with various emerging issues that the Branch may face. Examples of potential emerging issues include:

- ☐ **Increasingly volatile economy:** Recent volatility in energy prices and the provincial fiscal situation have boosted the need for the City to closely monitor developments that could impact grants, transfers and the City's assessment base. The Branch has responded by increasing the frequency of its forecasting activity and developing contingency plans which address a range of economic and fiscal outcomes.
- ☐ **Impact of growth:** Since 2010, Edmonton has enjoyed one of the best records in employment and population growth among Canada's top metropolitan areas. However this growth has put significant additional pressure on the City's infrastructure. The Branch plays a central role in the multi-year budget planning and asset management process necessary to address growth in a cost-effective way.
- ☐ **Demands for service:** Demand for the branch's services is expected to increase as corporate maturity increases in business planning, performance measurement, continuous improvement and innovation, risk management, capital planning and evidence-based decision-making. As this occurs, new approaches and supports will need to be identified and put in place so the branch can continue to meet its expectations.

- ❑ **Changing outcomes:** Strategic outcomes may vary from what the branch is currently planning as corporate maturity increases in strategic planning, continuous improvement and innovation systems and practices. The branch will need to be aware of these changes and help the corporation adapt.
- ❑ **Amendments to the Municipal Government Act:** Amendments to the *Municipal Government Act* (MGA) have been tabled and may impact services and expectations. The branch will need to keep watch and assess the impacts to the City. For example, municipalities may be required to adopt three-year operating plans and five-year capital plans.
- ❑ **Trends and technologies:** The public has increasing expectations for access to information. The City and the branch will have to keep up-to-date with trends and technologies to meet this growing demand. In particular, demands for open data and communicating performance measures have been increasing.

Branch Structure and Programs

The following table identifies the Branch Programs and the functions within the Programs:

Table 6: Branch Programs and Functions

Infrastructure and Funding Strategies	Corporate Strategic Services	Business Process Management	Economic Forecasting and Analysis
Capital Budget	Corporate Planning	Corporate Continuous Improvement and Innovation	Economic Forecasting
Corporate Grant Funding Management	Corporate Performance Measurement and Reporting	Business Process Improvement	Monitoring and reporting on current economic indicators
Corporate Infrastructure Asset Management	Enterprise Risk Management	SAP Business Process Champions	Special studies related to local price inflation and economic impacts

Program 1: Infrastructure and Funding Strategies



Infrastructure and Funding Strategies has three core functions: corporate asset management, capital budgeting and long term planning, and corporate grant management/advocacy. The successful integration of these functions provides Council with the necessary tools, policy, and guidance to successfully steward the corporation's \$42.8 billion infrastructure portfolio.

- ❑ The Corporate Asset Management area leads the City's long-term infrastructure planning, analysis and infrastructure policy development. This area developed and maintains the City's Risk Based Infrastructure Management System (RIMS), an award-winning tool which informs and shapes the City's continued reinvestment in its infrastructure. This area also authors the Integrated Infrastructure Management Plans that inform the development approval process, the annual inventory report, and works to maintain and showcase the City of Edmonton's long-standing status as a national and international leader in asset management.
- ❑ The Grant Management/advocacy area manages and coordinates over \$4 billion of incoming federal and provincial capital grants programs, ensuring the grants are fully optimized to meet the City's infrastructure needs. In addition to advocating to other orders of government for continued, sustained infrastructure funding, the area also develops alternative funding strategies and recommends courses of action to senior management to increase non-tax revenues for the City.
- ❑ The Capital Budget and long-term planning area is responsible for the development, approval, and delivery of the City's 4-year Capital plans and 10-year Capital Investment Agendas. This area also facilitates the Capital and Operating Budgeting System's Capital module, ensuring the proper financial controls and systems are in place for the budget and its associated processes. This area also orchestrates the twice-yearly Supplemental Capital Budget

Adjustment, and reviews all Council and Committee reports that have Capital implications

Cost drivers for this function are primarily personnel.

Program 2: Corporate Strategic Services



Corporate Strategic Services coordinates and facilitates implementation of the City's corporate planning, enterprise risk management and performance reporting framework and its policies, directives and processes. This section:

- ❑ Leads and develops the implementation of an integrated planning framework and the required policies, directives and processes. This work requires a common approach and standard for planning, performance measures and risk identification in department and branch business plans. The section provides reporting on the business plan measures through a corporate performance measure registry (starting in 2016). Outcomes of this work include:
 - Employees understand the framework and use it in their work.
 - Evaluation reviews are held within departments and across the organization.
- ❑ Leads the strategic planning process for developing *The Way Ahead*, its supporting implementation plan, risk register and progress reporting to Council. The section provides a lead role in the renewal of *The Way Ahead* and will coordinate development of any subsequent supporting plans. Outcomes of this work include:
 - A renewed strategic plan is in place which provides the corporation with direction that is embedded throughout the organization.
 - Council understands risks and progress towards meeting *The Way Ahead* and has the information required to make policy decisions.
- ❑ Promotes a culture of knowledge sharing across the organization to increase understanding of and enhance capability in strategic planning, performance measurement, and enterprise risk management. This occurs through communities of practices, training sessions, advice and

support. Also develops, manages and transfers a body of knowledge relating to best practices.

Outcomes of this work include:

- At least one active self-managed community of practice is in place.
- A common understanding of basic foundation concepts.
- A shared knowledge portal for open access to research, insights, tools, guides and other resources.

- Provides internal consulting support in performance measurement, enterprise risk management and business planning. These services assist the corporation in using a common approach and improving the understanding and corporate maturity levels in these areas.

Outcomes of this work include:

- Department and branches use Corporate Strategic Services staff instead of external resources to assist and support them in ensuring common approaches, language and understanding across the organization.
- Department and branches use the enterprise risk management, performance measurement, and strategic planning tools provided as a result of consulting services.

Cost drivers for this function are primarily personnel.

Program 3: Business Process Management



Corporate Continuous Improvement and Innovation

The continuous improvement and innovation function formalizes the city's approach to improving efficiency and effectiveness. This is accomplished by creating the right conditions and tools to enable leaders and staff to identify innovative solutions to address complex challenges and to foster a culture of innovation. Corporate continuous improvement and innovation project results will be tracked and reported to staff, Council and citizens on a quarterly basis to demonstrate that City operations are effective, efficient and innovative.

Business Process Improvement

The business process improvement function reviews, identifies and evaluates current business processes. The result of this work is to identify opportunities for potential improvements in workflow management, operational efficiencies, system capabilities, internal controls, reporting, governance and oversight across the organization.

SAP Business Process Champions

The SAP Business Process Champion function is a community of distributed SAP super users embedded into their respective business areas, connected through a community of practice called the 'SAP Centre of Excellence'. It maximizes the benefits from SAP to the corporation, enabling opportunities to implement analytics and future functionality by improving system usage and data accuracy, providing improved insight and strategic direction for SAP from business owners, and creating educational and cultural opportunities for users of SAP.

Cost drivers for this function are primarily personnel, training, contracting and consulting.

Program 4: Economic Forecasting and Analysis



Economic Forecasting and Analysis prepares semi-annual long-term forecasts for the City of Edmonton and the Edmonton Census Metropolitan Area. These forecasts cover economic activity, demographics and employment trends by industry. The results are employed by various departments for planning and budgeting. The section also monitors and reports on key economic indicators including employment, inflation housing starts and building permits. In addition, the section also employs its capital base of statistical models and data resources to undertake specific projects and provide the City with customized measures of inflation such as the Municipal Price Index and Neighborhood Renewal Price Index. Finally, Economic Analysis and Forecasting works closely with the City's Communications Branch to ensure media, the business community and citizens have a clear

understanding of Edmonton's unique local economic circumstances.

Cost drivers for this function are primarily personnel and data acquisition.

Planned Changes 2016 - 2018

Financial Impact

The following Branch Summary Table includes the planned changes, as summarized on the following pages, to deliver the services described in the Business Plan.

CORPORATE STRATEGIC PLANNING

2016–2018 PLAN – BRANCH SUMMARY

(\$000)	2015 Budget	2016 Plan	2017 Plan	2018 Plan
Revenue & Transfers				
User Fees, Fines, and Permits	-	-	-	-
Grants	-	-	-	-
Transfer from Reserves	-	-	-	-
Total Revenue & Transfers	-	-	-	-
Expenditure & Transfers				
Personnel	4,700	4,800	4,900	4,900
Non-Personnel	700	700	700	700
Total Expenditure & Transfers	\$5,400	\$5,500	\$5,600	\$5,600
Net Operating Requirement	\$5,400	\$5,500	\$5,600	\$5,600
Full-time Equivalents	35.0	35.0	35.0	35.0

CHANGES TO MAINTAIN CURRENT SERVICE LEVELS

Corporate Strategic Planning Branch can fund all of its additional resource requirements internally to maintain current service levels.

Capital Investment

The Corporate Strategic Planning Branch does not implement Capital programs.

Appendix

APPENDIX I -SUMMARY ALIGNMENT OF OUTCOMES & PERFORMANCE MEASURES

The following table is a summary of how the work of the Branch aligns to a Corporate Outcome and/or to a Corporate Leadership Team (CLT) Strategic Focus Area as well as the associated performance measures. The performance measures are intended to provide a summary of the measures that the Branch is currently monitoring and are identified throughout this business plan.

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target			Branch Strategies, Tactics or Actions
			2016	2017	2018	
CLT FOCUS AREAS						
STRATEGIC PLAN THE WAY AHEAD ADMINISTRATIVE	1.1: Branches are supported in their annual innovation and continuous improvement initiatives	1.1.1: \$ savings from <u>ALL</u> Branches innovation and continuous improvement initiatives	\$500,000	\$1,500,000	\$3,000,000	<div><div><input type="checkbox"/> Develop and implement the process for the renewal of The Way Ahead through Collaboration, Consultation, Public Engagement, Environmental Scanning.</div><div><input type="checkbox"/> Facilitate knowledge transfer to strategic coordinators/ planners on performance measurement, strategic planning and risk management.</div><div><input type="checkbox"/> Provide corporate-wide forecasting necessary for business planning and budgeting</div><div><input type="checkbox"/> Provide leadership and a framework for corporate planning around operating/capital budget.</div><div><input type="checkbox"/> Develop and deliver the annual The Way Ahead progress report and implement learnings and improvements each year to assist departments better operationalize reporting.</div><div><input type="checkbox"/> Build and maintain a corporate performance measure registry that will streamline and allow efficient access to key performance measure results, increase capacity for evidence-based decision making and increase efficiencies in performance measurement reporting.</div><div><input type="checkbox"/> Report continuous improvement and innovation results to staff, Council and citizens on a quarterly basis to increase the awareness of the innovative work the city is doing and to positively impact the perceptions of efficiency and effectiveness.<div><input checked="" type="checkbox"/> Maintain a cascading innovation sponsorship network that leads and sustains a culture of continuous improvement and innovation and reflects this in branch business plans, management’s performance goals and expected results in Personal Contribution Plans.</div></div></div>

						<ul style="list-style-type: none"> ■ Support CLT in the identification of annual corporate innovation initiatives that are strategic and more transformational in nature. Offer performance measurement, continuous improvement and innovation training to sustain a distributed network of trained facilitators who will unlock the potential of frontline managers, middle managers and the whole workforce for seeing and engaging in innovation. ■ Support branches in identifying and reporting on performance measures and annual continuous improvement and innovation projects in their multi-year business plans.
CORPORATE OVERSIGHT	1.2: Community decision-makers receive regular, accurate and timely data and reports	1.2.1: % of respondents who found our data and/or reports helpful or valuable 1.2.2: % of reports issued within prescribed timelines 1.2.3.: % of economic indicator deliverables meeting same day delivery standard (Efficiency measure)	80%	85%	90%	<ul style="list-style-type: none"> ❑ Strengthen Enterprise Risk Management across the organization by: <ul style="list-style-type: none"> ■ developing an enterprise risk policy/ administrative directive. ■ creating a toolkit that can be used by departments. ■ actively monitoring economic, social and demographic environment. ■ presenting an annual ERM report on the Way Ahead Documents to CLT and Audit Committee. ■ including ERM in branch business plans. ❑ Maintain a dashboard with organizational performance results for CLT, Leadership and Council. Determine and implement citizen dashboard improvements. ❑ Assist departments identify relevant performance measures that have targets set and will assess if they've met their goals. ❑ Lead departments through a process to evaluate and learn from their performance results and incorporate learnings into their next planning cycle. ❑ Identify opportunities to evaluate business processes for the purpose of identifying enhancements and opportunities of potential improvements in workflow management, operational efficiencies, system capabilities, internal controls, reporting, governance and oversight. ❑ Maintain a community of SAP super users connected through a community of practice. Create opportunities to implement future functionality by standardizing system usage and increasing data accuracy. Obtain insight and strategic direction for SAP from business owners and create educational and cultural opportunities for users of SAP. ❑ Maintain the approved 2015-2018 capital plan, including the management of all related Supplemental Capital Budget Adjustments. Prepare 2019-2028 Capital Investment Agenda, and begin preparations for the 2019-2022 Capital Plan. ❑ Work with all stakeholders, including LRT Design & Construction, Governments of Canada and Alberta and City Council to execute the

						funding formula for the Valley Line LRT. This includes negotiating terms for the Provincial Loan as well as the contribution agreements between the City and P3 Canada, BCF, Green Trip and the Provincial BCF matching grant, as well as maintaining those agreements (reporting, auditing, etc.) once in place.
BRANCH INITIATIVES						
GOAL 1: Facilitate building a culture of evidence-based decision-making, innovation and continuous improvement in the City	1.1: Branches are supported in their annual innovation and continuous improvement initiatives	1.1.2: \$ savings from <u>ALL</u> Branch innovation and continuous improvement initiatives	\$500,000	\$1,500,000	\$3,000,000	<input type="checkbox"/> Developing and implementing the process for the renewal of The Way Ahead through Workshops, Consultation, Public Engagement, Environment Scan. <input type="checkbox"/> Increasing corporate maturity in performance measurement, enterprise risk management and business planning by providing internal consulting services to departments, building and maintaining corporate registers and managing the Citizen Dashboard/Gender Gap Dashboard. <input type="checkbox"/> Providing training sessions to departments on financial management, asset management knowledge transfer, performance measurement, strategic planning, enterprise risk management, continuous improvement, innovation and change management. Supporting these sessions with toolkits and glossary of terms that other departments can use. <input type="checkbox"/> The continued use of data driven models like RIMS and DIMS to provide analysis to help inform budget and land use decisions. <input type="checkbox"/> Ensuring grant funding reports are linked to corporate performance reporting and that infrastructure needs, priorities and corporate direction-setting inform funding decisions. <input type="checkbox"/> Improving the “One City” approach to capital budgeting processes to maximize transparency, accountability and the delivery of service to citizens via reliable, relevant infrastructure. <input type="checkbox"/> Fostering a culture of continuous improvement and innovation through a distributed network of trained continuous improvement and innovation facilitators across the Corporation who work with managers and staff. Reporting continuous improvement and innovation results to staff, Council and citizens on a quarterly basis to increase the awareness of the innovative work the city is doing and to positively impact the perceptions of efficiency and effectiveness. <input type="checkbox"/> Maintaining a community of SAP Business Process Champions, improving SAP application governance by driving prioritization and investment strategy through data analysis. <input type="checkbox"/> Ongoing reporting of current economic indicators. <input type="checkbox"/> Bi-annual City and regional forecasting.
	1.2: Community decision-makers receive regular, accurate and timely data and reports	1.2.1: % of respondents who found our data and/or reports helpful or valuable	80%	85%	90%	
		1.2.2: % of reports issued within prescribed timelines	90%	90%	90%	

<p>GOAL 2: Increase use of our branch's services in all areas of the City and with external partners</p>	<p>2.1: Our partners recognize us as the corporate experts and trusted advisors, in our areas of responsibility within the corporation</p>	<p>2.1.1: % increase in requests for assistance from other departments, branches, sections and external partners</p> <p>2.1.2: % of respondents who think that: The amount of time it takes to get the services/products they require is acceptable</p> <ul style="list-style-type: none"> <input type="checkbox"/> we are competent and exhibit a good level of knowledge in our areas <input type="checkbox"/> we treat their department fairly <input type="checkbox"/> we are courteous and make their staff feel comfortable <input type="checkbox"/> they are able to get what they need from us <input type="checkbox"/> our work is credible and uses a fact-based methodology <p>(Effectiveness measure)</p>	<p>5% from prior year</p> <p>80% (all bullets)</p>	<p>5% from prior year</p> <p>85% (all bullets)</p>	<p>5% from prior year</p> <p>90% (all bullets)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Developing a common approach and standard for planning, performance measures and risk identification in department and branch business plans. <input type="checkbox"/> Continuing to provide leadership to internal communities of practice in our areas of expertise. <input type="checkbox"/> Promoting asset management principles internally and externally, representing Edmonton at National and International platforms. <input type="checkbox"/> Providing funding advice, consultation and direction to senior management and business areas to leverage funding opportunities and ensure grants are fully optimized, as well as establish and maintain working relationships with partner governments and key stakeholders to advance funding needs and priorities. <input type="checkbox"/> Pursuing continuous improvement and innovation opportunities with other departments. <input type="checkbox"/> Building and maintaining continuous improvement and innovation coaching and mentoring expertise to effectively support leaders and teams in their innovation planning and projects by investing in best practice research, training and professional development. <input type="checkbox"/> Expanding the SAP Business Process Champion community to other business areas by demonstrating the benefits of the model in increasing application efficiency, as well as the benefits of targeted investment in the application. <input type="checkbox"/> Ongoing interaction with local media and City staff (brown bag lunch).
<p>BRANCH CULTURE ACTION PLAN</p>						
<p>GOAL 3: Employees in our branch enjoy their work because expectations are clear, opportunities are provided to enrich careers and we work together collaboratively</p>	<p>3.1: Branch and section work plans are developed on a timely basis and identify clear expectations</p> <p>3.2: The Branch recognizes branch employees' individual knowledge, skill sets and career interests</p> <p>3.3: Branch leadership team supports opportunities for collaboration</p>	<p>3.1.1: % of work plans that are completed within a specified time frame (we recommend within 1 month of start of work plan year)</p> <p>3.2.1: % of employees that feel that their work contributes to the success of the City</p> <p>3.2.2: % of employees who feel that they are part of a branch team</p> <p>3.3.2: % of employees that are aware of the section mandates and access knowledge and expertise to enhance their work (via survey)</p>	<p>90%</p> <p>= or greater than 86.7%</p> <p>= or greater than 63.3%</p> <p>85%</p>	<p>90%</p> <p>= or greater than 86.7%</p> <p>= or greater than 63.3%</p> <p>85%</p>	<p>90%</p> <p>= or greater than 86.7%</p> <p>= or greater than 63.3%</p> <p>85%</p>	<ul style="list-style-type: none"> <input type="checkbox"/> Formal 6 month performance "check-in". <input type="checkbox"/> Branch Manager attending section meetings periodically. <input type="checkbox"/> Minutes for Department/CSP Branch leadership teams sent out to branch members. <input type="checkbox"/> Facilitate lateral career opportunities within the branch. <input type="checkbox"/> Continue to work towards four culture goals: <ul style="list-style-type: none"> ■ Continue to promote the Leadership Principles ■ Improve collaboration and communication across the Branch ■ Increase engagement through recognition ■ Make culture a priority by linking it to performance <input type="checkbox"/> Communication as an agenda item at a branch meeting. Guest speaker from Communications. <input type="checkbox"/> Include career advancement and interesting/satisfying work as an agenda topic to Extended Leadership meeting. <input type="checkbox"/> Look for input to new questions for future engagement surveys (work/life balance + work load)