

Financial Services and Utilities

Acting Chief Financial Officer and
Treasurer: Todd Burge

2016-2018 Business Plan

Edmonton



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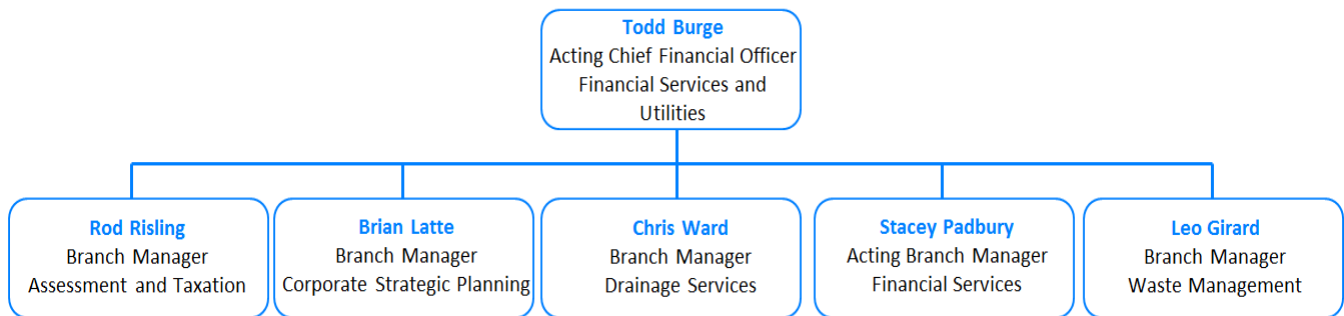


“Financial Services and Utilities has accountability for services that citizens of Edmonton have come to expect and rely on as part of living in one of Canada’s top five largest cities. The Department takes a leadership position in providing sustainable waste and drainage solutions, strategic planning, and financial management of the City’s overall operation.”

The City of Edmonton’s Financial Services and Utilities Department is comprised of five branches: Assessment and Taxation, Corporate Strategic Services, Financial Services, and Drainage and Waste Management Services. Each branch delivers a range of services that contribute to the financial success of the City and the quality of life for residents who live here. The Financial Services and Utilities (the “Department”) Business Plan builds on the commitment and efforts of all employees in the different branches to act and be seen as trusted stewards of the services and assets that make Edmonton such a great place to live.

For the next three years, the Department will focus on long-term financial sustainability, innovation and continuous improvement of service delivery, employee engagement and communications with both employees and citizens. By 2018, the Department expects the following key areas to improve: customer, stakeholder, and client service delivery standards; internal analytics; employee culture and engagement; effective internal communication, and enhanced public engagement.

Todd Burge
Acting Chief Financial Officer and Treasurer
Financial Services and Utilities (FS&U)



Our Department

Financial Services and Utilities includes five branches: corporate services of Assessment and Taxation, Corporate Strategic Planning, and Financial Services along with two major operating areas, Drainage and Waste Management Services. The two operating areas (Drainage and Waste Management Services) align their business planning cycles with the annual utility rate review and adjustments. In June 2015, Drainage and Waste Management Services will present their business plans to the City of Edmonton Utility Committee.

The Department plays a pivotal role in ensuring the long-term financial sustainability of the City. Standard and Poors published a research update on the City in August of 2014 stating that the City of Edmonton's AA+ rating was affirmed based on excellent liquidity and very strong financial management. This success reflects strong Council oversight and an organization committed to accountability. Following is a brief introduction to the three corporate branches.

Assessment and Taxation is responsible for the fair and transparent market value assessment of all property in the City and for the collection of the resulting property taxes. Property taxes account for over 55% of the City's operating revenue. The City, through Assessment and Taxation, also collects Education Property Tax on behalf of the Provincial government.

Corporate Strategic Planning provides leadership and drives the integration and coordination of the City's strategic planning process with an emphasis on ensuring the achievement of Council's Strategic Plan, *The Way Ahead*. It also assumes a lead role in developing the infrastructure strategy and the capital budget, facilitating business process improvement, and providing comprehensive economic analysis for the City.

Financial Services has a key leadership role in ensuring that the organization is financially sound, accountable, and transparent in managing public funds. The Branch manages financial transaction, treasury, and corporate accounting and reporting functions. It supports the business of the City through the development of financial strategies and recommendations that address challenges and opportunities to plan and effectively fund services, programs and infrastructure.

The City operates two public utilities that are part of the Financial Services and Utilities department.

Drainage Services oversee a network of sanitary, stormwater and combined sewers for the conveyance of wastewater and rainfall runoff from 245,000 customers. Drainage Services also operate an in-house design and construction service primarily focused on drainage infrastructure.

Waste Management Services provide for the collection, processing and disposal of waste and recyclables from 350,000 homes. The City of Edmonton is a leader in Waste Management with the world's first municipal waste to biofuels facility in production since 2014.

Below is a list of four Department goals and expected outcomes

Table 1: Financial Services and Utilities Department Goals and Outcomes

Department Goals and Outcomes		
Department Goal	Department Outcome	Metric Category (Examples)
Goal 1: Edmonton continues to have the resources to ensure its current and future economic, social, and community growth and resiliency	Outcome 1.1: Support Council to make informed decisions and influence provincial and federal fiscal and utility policies and regulations that respond to the unique needs of Edmonton	(1)Environmental Stewardship (Tonnes of residential and non-residential waste diverted from landfill)
	Outcome 1.2: Proactive internal policies, and plans ensure current and future resource (including service infrastructure) availability, growth and resiliency	(1)Service Efficiency (311 inquiry response time) (2)Service Effectiveness (Number of Neighbourhoods covered under flood prevention program) (3)Financial Stewardship (City's Asset sustainability, City's Credit Rating)
Goal 2: Financial Services and Utilities department leverages continuous improvement to manage people, processes and technologies	Outcome 2.1: Effective and efficient resource (staff, infrastructure, and monetary) utilization	(1)Service Efficiency and Effectiveness (Customer and Client satisfaction surveys)
	Outcome 2.2: Ensure enhanced service quality and timelines to the clients and citizens	(2)2% Innovation (Cost saving through innovation and continuous improvement (Department and City), Increase property assessment rate with no resource increase)
	Outcome 2.3: Optimize use of existing technology and utility infrastructure resources	
Goal 3: Financial Services and Utilities department champions fiscal accountability and	Outcome 3.1: Provide accurate and increased transparency of information to citizens	(1)Corporate Communications (Public engagement and

transparency for all Edmontonians		satisfaction surveys)
	Outcome 3.2: Citizens are actively engaged in initiatives that help build a great city	(1)Corporate Communications (Citizen satisfaction with engagement processes)
Goal 4: Financial Services and Utilities department staff feel engaged, and empowered through their daily work	Outcome 4.1: Staff recognize the Department as a great place to work	(1)Employee Engagement (Improvement in key dimensions for employee engagement survey)
	Outcome 4.2: Department is more prepared to handle any current and future loss of knowledge and expertise	(1)Employee Engagement (Staff retention rate, job satisfaction rate)

**Please see Department Structure & Branch Business Plans to see detailed goals and outcomes.*



Contribution to the City's Vision

THE WAY AHEAD

Planning, Reporting, and Improving *The Way Ahead*

Financial Services and Utilities department, through its Corporate Strategic Planning function, leads the planning and implementation of the City of Edmonton strategic plan, *The Way Ahead*. Highlights of our work on *The Way Ahead* include:

- ❑ Corporate outcomes and corporate measures framework established
- ❑ A unified approach to deliver on corporate outcomes through *The Way Ahead* Implementation plan (currently under development)
- ❑ Develop and implement the process for the renewal of *The Way Ahead* through Collaboration, Consultation, Public Engagement, Environmental Scanning (2016-2018 Corporate Strategic Planning branch business plan tactic)






Ensure Edmonton's Financial Sustainability: *The Way Ahead* 10-year Strategic Goal



In the near term, Financial Services and Utilities Department will deliver a long-term plan to ensure the City's financial resiliency

Table 2: *The Way Ahead* Implementation Plan

THE WAY AHEAD TACTIC	LEAD DEPARTMENT	FINANCIAL SERVICES AND UTILITIES BRANCH
GROWTH STRATEGY IMPLEMENTATION 	Sustainable Development	Corporate Strategic Planning Drainage Services, Waste Management Services
EDMONTON'S GROWTH ENERGY TRANSITION 	Sustainable Development	Drainage Services, Waste Management Services
CLIMATE CHANGE ADAPTATION 	Sustainable Development	Drainage Services, Waste Management Services
LRT PLANNING, FUNDING AND ADVOCACY AND PRIORITIZING 	Transportation Services	Corporate Strategic Planning

FACILITY RENEWAL STRATEGY 	Community Services	Corporate Strategic Planning
RECREATION FACILITIES PLAN 	Community Services	Financial Services
TRANSIT STRATEGY AND IMPLEMENTATION 	Transportation Services	Financial Services
OPEN CITY	Corporate Services	Corporate Strategic Planning
CORPORATE CULTURE	Corporate Services	Corporate Strategic Planning



CORPORATE LEADERSHIP TEAM - STRATEGIC FOCUS AREAS

Financial Services and Utilities department leads and supports various tactics to deliver key Corporate Leadership Team (CLT) priorities. Below is a list of 2015-2018 CLT priority tactics that the Department will play a critical role in delivering.

Table 3: Corporate Leadership Team Strategic Focus Areas

Focus Area: Strategic Plan The Way Ahead		
Element	Department Tactics (2016-2018)	Tactic Lead
The Way Ahead	Lead the process for the renewal of <i>The Way Ahead</i>	Corporate Strategic Planning
The Ways Plans	Framework for Corporate planning around operating/capital budget	Corporate Strategic Planning
	Plan and implement Edmonton's Fiscal Sustainability Plan	Department
Performance Management and Reporting	Report on <i>The Way Ahead</i> progress	Corporate Strategic Planning
	Build and maintain a Corporate performance measure registry	Corporate Strategic Planning
	Build and maintain a complementary (to Corporate performance measure registry) Department performance measure registry	Department
Focus Area: Administrative Governance		
Element	Department Tactics (2016-2018)	Tactic Lead
Organizational Culture	Implement Branch Culture Action plans	All Branches
Developing Capacity	Department knowledge management, professional development, and succession planning	Department
Focus Area: Corporate Oversight		
Element	Department Tactics (2016-2018)	Tactic Lead
Risk Assessment / Enterprise Risk Management / Corporate Performance Measures	Strengthen Enterprise Risk Management	Corporate Strategic Planning, Assessment and Taxation

Performance of the Organization	Plan and implement continuous Improvement initiatives (including technology and business process improvement)	All Branches
Focus Area: Fiscal Strategy		
Element	Department Tactic (2016-2018)	Tactic Lead
3 Year Operating Budget 4 Year Capital Budget 10 Year Capital Investment Agenda	Prepare 2019-2028 Capital Investment Agenda, and 2019-2022 Capital Plan	Corporate Strategic Planning, Financial Services
	Plan 2% and Innovation Corporate Initiatives for 2019-2022 Operating and Capital Budget	Corporate Strategic Planning, Financial Services
	Monitor and improve 3-year operating budget business planning	Financial Services
Financial Systems	Implementation of Financial Services Transformation	Financial Services
Decision-making Process	Conduct periodic assessment of fiscal performance process	Financial Services
Focus Areas: Major Initiatives		
Element	Department Tactics (2016-2018)	Tactic Lead
LRT	Lead public private partnership (P3) grant process for future LRT Expansion	Corporate Strategic Planning
Big City Charter/MGA Review	Support the Big City Charter and MGA review process for Edmonton	Corporate Strategic Planning, Assessment and Taxation, Financial Services

DEPARTMENT INITIATIVES

Financial Services and Utilities departmental tactics are driven by outcomes that the Department's leadership team has identified. The outcomes will enable the four Department goals to help fulfill the City's vision.



Table 4: Department goals and strategy

Department Goal	Strategy or Tactic (2016-2018)
Goal 1: Edmonton continues to have the resources to ensure its current and future economic, social, and community growth and resiliency	<ul style="list-style-type: none"> ❑ Lead and support assessment and tax consideration/implications, municipal financing deliberations and process, and financial impact analysis due to the legislative changes suggested under the Big City Charter ❑ Reduce the risk of flooding for private property and public spaces through proactive drainage planning and implementation ❑ Support densification and infill development through drainage planning and implementation of system upgrading and/or green infrastructure ❑ Advocate for provincial legislation for diversion of industrial/commercial/institutional (ICI) material from landfill ❑ Develop financial strategies to ensure long-term sustainability ❑ Implement a long term fiscal sustainability plan for the City of Edmonton
Goal 2: Financial Services and Utilities department leverages continuous improvement to manage people, processes and technologies	<ul style="list-style-type: none"> ❑ Optimize utilities equipment management and adopt new technology to support effective and efficient operation ❑ Evaluate and implement efficient, and environmentally sound waste management services (collection, processing, and disposal) ❑ Implement waste management initiatives which reduce greenhouse gas emissions and generate green energy ❑ Optimize use of existing financial systems through more inclusive technology use in analytics, data integrity, and data availability/sharing ❑ Evaluate and automate financial systems and processes to increase staff productivity
Goal 3: Financial Services and Utilities department champions fiscal accountability, and transparency for all Edmontonians	<ul style="list-style-type: none"> ❑ Develop and implement a public engagement plan for Financial Services and Utilities ❑ Proactive programs to strengthen customer relations through communication, engagement and education ❑ Refine public engagement process for the 2019 - 2022 business planning and budget
Goal 4: Financial Services and Utilities department staff feel engaged, and empowered through their daily work	<ul style="list-style-type: none"> ❑ Plan and Implement an internal communication plan for Financial Services and Utilities ❑ Implement tactics identified in the Department 'Diversity and Inclusion Action Plan' and 'OH&S Action Plan' ❑ Ensure Workforce sustainability through effective recruitment, training and retention ❑ Enhance knowledge transfer across the Department ❑ Create a unified approach to align City vision and priorities to department and branch objectives

**Please see CLT Focus Area section & other Branch Business Plans for branch specific tactics*



BUILDING A GREAT CITY

The focus of the Financial Services and Utilities Department in building a great city is increased transparency, a commitment to innovation, ongoing cost savings and continuous improvement and an engaged workplace culture.

- ❑ **A leader in achieving the City Vision:** Accountability for the planning and implementation of the City of Edmonton strategic plan, *The Way Ahead*, resides with Financial Services and Utilities. On behalf of the City, the Department leads development of the implementation plan and progress report for *The Way Ahead*.
- ❑ **Continuous improvement and innovation:** From 2016 to 2018, the Department plans to initiate and implement various tactics that support the enhancement of its existing operations. This includes tactics that support professional development, performance measurement, technology and business process review and enhancement, and better service delivery standards.
- ❑ **Waste management environmental stewardship:** New waste management tactics such as the Anaerobic Digestion Facility (ADF), located at the Edmonton Waste Management Centre, is one of Edmonton's environmentally sustainable, waste processing facilities. This innovative facility will be fully integrated with existing waste management facilities. As a result it will process organic waste, produce compost and contribute to greenhouse gas emission reduction.
- ❑ **Manage impacts of Climate Change:** Short and long-term plans are in place for the Flood Prevention Program. A number of drainage and stormwater construction projects are currently under consideration for impacted communities.

Risk Identification and Emerging Issues

RISK IDENTIFICATION

The following table identifies the operational risks associated with the Department. The Likelihood score is from 1-Rare to 5-Almost Certain. The impact score is from 1-Minor to 5-potentially high impact.

Table 5: Risks and Mitigation Strategies

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Economic Slowdown (<i>Currency fluctuation, recession, interest rate</i>)	5	4	<input type="checkbox"/> Update economic forecasts more frequently <input type="checkbox"/> Develop appropriate economic tactics (based in forecasts)	Department Leadership
Technology Obsolescence (<i>Obsolescence, innovation, and dependability</i>)	3	3	<input type="checkbox"/> Identify and resolve Department technology and business process gaps, and impacts <input type="checkbox"/> Optimize the use of existing technology	Department Leadership
Decline in employee engagement and empowerment (<i>Lack motivation, knowledge gap, succession planning, staffing</i>)	3	4	<input type="checkbox"/> Implement Continuous improvement, knowledge management, recruitment, and professional development tactics <input type="checkbox"/> Implement internal communication plan	Department Leadership

EMERGING ISSUES

Below is a list of emerging issues that reflects some of the common departmental challenges (internal and external). These issues will be relevant to the Department as it progresses to implement its 2016-2018 strategic initiatives.

- ❑ **Implementing MGA's legislative changes:** Proposed changes to the Municipal Government Act (MGA) may require bylaw, regulatory, and process changes for the City's existing assessment and tax policies, and financial and municipal budget planning guidelines. The ability to implement these changes through existing resources will require proactive planning.
- ❑ **Weakening provincial economy:** Recent volatility in energy prices and the provincial fiscal situation have boosted the need for the City to monitor closely developments that could impact grants, transfers, user fees, and the City's assessment base. The Department will respond by increasing the frequency of its forecasting activity and developing contingency plans which address a range of economic and fiscal outcomes.
- ❑ **Changes in waste management cost and revenue drivers:** Fluctuations in market prices of recyclables, contracted service costs, and commercial waste haulers have made it more difficult for Waste Management Services to plan and achieve fiscal sustainability



Department Structure and Branches

The following table identifies the Department's Branches and the Programs within each Branch:

For more information on the Branches or the Programs within, please refer to the 2016-2018 Branch Business Plans.

Table 6: Department Branch Programs and Functions

Assessment and Taxation	Corporate Strategic Planning	Financial Services	Drainage Services	Waste Management
Assessment Taxation	Infrastructure and Funding Strategies Business Process Management Corporate Strategic Services Economic Forecasting and Analysis	Budget Planning and Development Business Financial Analytics Corporate Accounting Investment Management Treasury Management	Drainage Planning Development Services Drainage Operations Business Planning Drainage Design and Construction	Collection Services Processing and Disposal

Assessment and Taxation

FINANCIAL SERVICES & UTILITIES

Branch Manager:
Rod Risling

2016-2018 Business Plan



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Message from the Manager



“We efficiently deliver fair, equitable and transparent assessment and taxation services to ensure the financial sustainability of the City of Edmonton.”

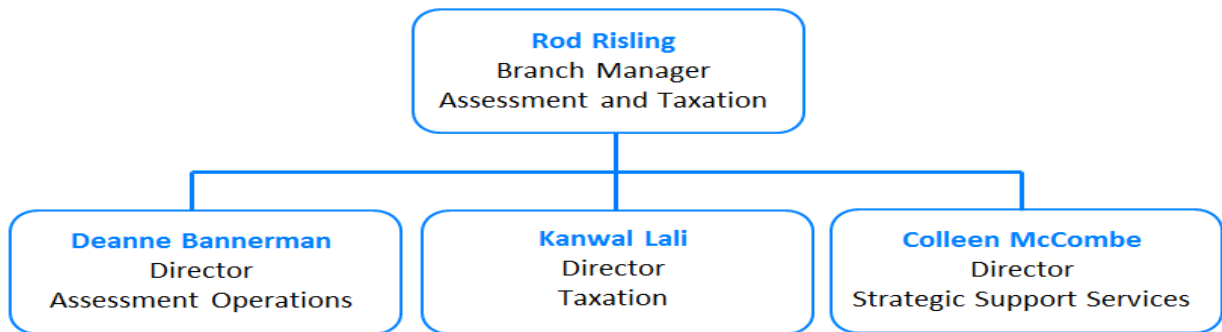
Being known as the City’s “tax man” is a title not envied by most. While the collection of taxes is an important part of the branch’s function, property assessment is about ensuring a fair distribution of the revenue requisition. It is the goal of the Assessment and Taxation branch to efficiently deliver fair, equitable and transparent assessment and taxation services to ensure the financial sustainability of the City of Edmonton.

Assessment and Taxation prepares annual market value assessments for all properties, including amended and supplementary assessments, and defends assessment complaints/appeals. It is responsible for taxation billing and collection of municipal property tax, provincial education taxes, local improvement levies and Business Revitalization Zone levies. It also provides additional administrative services through the Monthly Payment Program.

Success in the world of assessment means that property assessments closely correlate to the sales that occur in the open market. With a sound model in place, home and business owners alike can feel confident that they are not being overburdened and that they are being treated fairly in relation to their neighbours. Success for taxation means that our annual collection rate is high, with nearly 100% recovery of overdue levies within a period of three years.

Overall, Alberta’s system is touted as a world leader in its approach to assessment and Edmonton continues to lead the Province with a focus on operational and service excellence.

Rod Risling, Branch Manager
Assessment and Taxation



Our Branch

The objective of the Assessment and Taxation Branch is to ensure fair and transparent application of provincially legislated assessment and taxation functions critical to meeting the approved taxation requirements to fund City programs, services and the provincial education requisition.

Assessment and Taxation prepares annual market value assessments for all properties, including amended and supplementary assessments, and defends assessment complaints/appeals. It is responsible for taxation billing and collection for municipal property tax, provincial education taxes, local improvement levies and Business Revitalization Zone levies. It also provides additional administrative services through the Monthly Payment Program.

Through its efforts, the branch delivers over half of the City's annual operating revenue. Property tax is one of the oldest forms of municipal revenue and provides a stable and predictable revenue source for the City of Edmonton.

Overall, Alberta's assessment system is touted as a world leader in its approach. As one of the two big cities in Alberta, the City of Edmonton is also becoming one of the most important training grounds for assessment professionals. Internal courses help new university graduates orient themselves to the profession while support is provided to pursue full certification in the field.

The Assessment and Taxation Branch values a continuous improvement model. It has identified and continues to identify areas of further legislative improvement. The branch continues to push for a principle-based approach to assessment practices, relying on key themes of fairness, equity, transparency, consistency and legislative clarity. Given the ongoing need for revenue diversification, the branch is also supporting Council by seeking new and flexible revenue tools that will aid in promoting a forward-looking development agenda.

Over the next three years, the branch will be focused on achieving six 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: Assessment and Taxation Goals and Outcomes

Assessment and Taxation Goals and Outcomes	
Goal 1: Work towards significant and meaningful legislative reform to enhance the assessment process and provide additional flexibility to City Council	Outcome 1.1: Support Council to make informed decisions and influence provincial and federal assessment and tax policies and regulations
	Outcome 1.2: Collaborate with other municipal and provincial partners to develop and support favourable assessment and tax legislative reforms for Edmonton
Goal 2: Develop a Balanced Scorecard strategic plan to align performance measures with strategic direction	Outcome 2.1: Create an integrated approach to plan, implement, check, and adjust branch strategic priorities
	Outcome 2.2: Manage and align staff efficiencies to branch strategic priorities
Goal 3: Develop clear succession planning	Outcome 3.1: Track staff develop goals and support staff growth and development
	Outcome 3.2: Provide clear development path and make necessary training available
Goal 4: Engage staff at all levels towards stronger branch and corporate culture	Outcome 4.1: Enable staff to foster innovation and creativity
	Outcome 4.2: Strengthen branch communication and reporting
Goal 5: Support corporation in 3-year budget cycle	Outcome 5.1: Enhance ability to forecast future assessment and tax revenue growth
Goal 6: Encourage, develop and implement branch efficiencies	Outcome 6.1: Leverage processes and technologies to improve service delivery
	Outcome 6.2: Improve Assessment data and service integrity and enhancement

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

Contribution to the City's Vision

THE WAY AHEAD

The City's corporate vision encompassed within *The Way Ahead* and *The Way Ahead Implementation Plan* are supported through sound business practices within the Assessment and Taxation Branch. At a fundamental level, the Assessment and Taxation Branch ensures



Edmonton's financial sustainability by preparing, communicating and defending a fair and accurate assessment base. The City of Edmonton is able to rely on the work of the Assessment and Taxation branch to bring in more than 52% of its annual operating revenue (\$1.3 billion). The success of the branch is demonstrated in the fact that of the over 360,000 properties assessed within the city, only about 0.5% are appealed each year. Of those under Assessment Review Board complaint, over 80% are won or revised by the assessor based on new information. Tracking the branch's success at the Assessment Review Board is an indicator of the accuracy of the assessment base, the success of the branch's outreach and communication, and its ability to defend the values derived using a market value mass appraisal approach.

CORPORATE LEADERSHIP TEAM - STRATEGIC FOCUS AREAS

While much of its work is governed by Provincial legislation, the Assessment and Taxation Branch also concentrates on a number of Corporate Leadership Team Strategic Focus Areas. The branch is involved in a number of corporate programs while leading the way on many other major initiatives, such as the Big City Charter and the Municipal Government Act Review. Organizational culture and future capacity building are also key focus areas.

The following table identifies the work we are planning 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
<i>The Ways Plans</i>	As part of the development of <i>The Way We Finance</i> , the branch will be preparing a white paper on Assessment and Taxation to help guide subsequent strategic decision-making.
Focus Area: Administrative Governance	
Element	Branch Tactics
Organizational Culture	There is a significant focus on branch culture that includes: <ul style="list-style-type: none"> <input type="checkbox"/> Cultural Ambassador Program <input type="checkbox"/> Flexible Hours at Work Policy
Developing Capacity	Ensuring future success through well-considered succession planning. This includes: <ul style="list-style-type: none"> <input type="checkbox"/> In-house course development and training programs <input type="checkbox"/> Creation of standard operating procedures and process maps
Focus Area: City Council Interface	
Element	Branch Tactics

Council Support	The branch maintains a professional relationship with all members of Council and strives for rapid turnaround on all Councillor issues and inquiries. The branch holds an annual Council Information Session for its Assessment Mail Out process.
Focus Area: Corporate Oversight	
Element	Branch Tactics
Risk Assessment/ Enterprise Risk Management/ Corporate Performance Measures	The branch is completing development of a Balanced Scorecard that will align performance measures with strategic direction and provide the branch with a clear vision, mission statement and values.
Focus Area: Major Initiatives	
Element	Branch Tactics
Big City Charter/ MGA	The branch is closely involved in corporate initiatives related to legislative change. This includes the MGA Review and the Big City Charter. Reforms proposed by the branch will look to bring greater transparency, fairness and accuracy to the assessment and taxation process. The branch also strives to improve administrative efficiencies by updating legislation to conform with 21st century technology and realities.

BRANCH INITIATIVES

Table 3: Branch goals and strategies

Goal	Strategy or Tactic
Goal 1: Work towards significant and meaningful legislative reform to enhance the assessment process and provide additional flexibility to City Council	<ul style="list-style-type: none"> ❑ Significant work is underway within the MGA Review, with the branch providing 11 high-level areas for change supported by 4 overarching principles. Underlying these areas are a number of specific recommendations, which are now being discussed within stakeholder task force teams. ❑ At the forefront of the Big City Charter process, the Assessment and Taxation Branch worked directly with the City of Calgary and the Government of Alberta to bring forward 21 proposed outcomes for Phase 1. Additional work for drafting and further outcomes will continue into Phase 2 of the Big City Charter discussions.
Goal 2: Develop a Balanced Scorecard strategic plan to align performance measures with strategic direction	<ul style="list-style-type: none"> ❑ The Assessment and Taxation Branch has taken on the significant task of developing an internal strategic plan known as a Balanced Scorecard. The Balanced Scorecard aligns the branch's goals, vision and mission with specific performance measures and targets. ❑ Further work is underway to align time reporting with the Annual Task Plan. Employees are required to record their time for all tasks performed and this information is aggregated and submitted to the leadership team

	to determine where improvements can be made. Further analytics are also underway.
Goal 3: Develop clear succession planning	<ul style="list-style-type: none"> ❑ Succession planning is key to the Assessment and Taxation Branch. Assessors with the necessary skill-set are becoming increasingly difficult to find. Addressing this challenge must be done in a variety of ways. The job function and knowledge of critical positions is being captured through process-mapping and the development of standard operating procedures. ❑ The branch itself has worked diligently to develop its own in-house training program which helps take university graduates through many of the steps to become an accredited assessor. ❑ Mentoring programs and a variety of relevant conferences are offered to ensure staff are engaged and kept up-to-date on the current state of the assessment profession.
Goal 4: Engage staff at all levels towards stronger branch and corporate culture	<ul style="list-style-type: none"> ❑ The Assessment and Taxation branch has embraced the Diversity and Engagement survey and used the results to create several working level committees to bring forward creative ideas to foster innovation and improvement. ❑ Branch image is under review with additional resources being put towards strengthening internal communications. ❑ An 'Innovation log' tracks working-level recommendations for change and ensures accountability at a management level as management reports back regarding their progress towards each recommendation.
Goal 5: Support corporation in 3-year budget cycle	<ul style="list-style-type: none"> ❑ In addition to the development of a branch-wide business plan and long-term strategic plan, the branch supports the City's budgeting process by providing upcoming growth projections. Given the new 3-year budget cycle, work is underway to enhance forecasting with reliable data to predict future assessment and tax revenue growth well into the future.
Goal 6: Encourage, develop and implement branch efficiencies	<ul style="list-style-type: none"> ❑ The Assessment and Taxation branch is constantly looking for opportunities to innovate and evolve to meet future needs and become more efficient. As an example, the recent adoption of Pictometry aerial photography will create significant efficiencies as many property inspections will now be able to be performed from the assessor's desk. Integration of this technology with other City systems has allowed seamless progression from Pictometry imagery to City legacy systems with all layers of data available for review. ❑ Recording of processes through process-mapping for succession planning purposes is being taken further by the development of an improvement register. As processes are mapped, potential areas for improvement are logged and addressed within the Branch's initiative work-cycle. ❑ Continuous work is underway to improve the integrity of assessment data. Regular inspection cycles are working towards the goal of 20% annual inventory review while attributes used to assess properties are also under review. Data clean-up and enhancements are working towards strengthening the assessment base.

BUILDING A GREAT CITY

This section will highlight the strategies and tactics/actions from the section above that will lead to building a great city. This includes:

Continuous Improvement and Innovation

- ❑ Continue to look for process efficiencies through technological innovation, legislative change and greater staff engagement.
- ❑ Foster and leverage continuous improvement and innovation opportunities within the branch to assist in achieving outcomes such as:
 - Securing and maintaining Branch legacy software while integrating new technology solutions such as Pictometry
 - Engaging in legislative change through the MGA Review and Big City Charter
 - Supporting branch staff through engagement committees, innovation log and improved communication.
- ❑ Work to date has demonstrated the branch's commitment to improvement and innovation. Over the last 5 years, the branch workload has increased by 43,300 assessment accounts (representing a 13% overall increase). Despite this workload increase, efficiency measures have kept the FTE count steady, with an actual decrease of 5.5 FTEs (representing a 3% decrease).

Culture in the Workplace

Table 4: Branch Culture Action Plan

Culture Action Plan	
Issue to be Actioned	<p>Employee engagement, satisfaction and culture:</p> <ol style="list-style-type: none"> 1. Branch vision and strategic plan that is understood by branch staff 2. Succession Planning for all positions within the Branch 3. Cultural Ambassador diversification in Branch 4. Communication 5. Engagement 6. Equitable treatment of flextime hours within Branch

Desired Outcomes	<ol style="list-style-type: none"> 1. Provide a framework for prioritizing programs, projects, services, products and resources that is easily understood by all staff and ties in performance measures and targets at all levels. 2a. Ensure all employees seeking career development have self-identified development needs in their Employee Performance Plan and Evaluation. 2b. Fill all vacant positions with qualified applicants. 3. Establish additional cultural ambassadors active in the Branch. 4. Develop an Internal Communications Plan. 5a. Form an Engagement Committee from working-level staff to create action plans to improve engagement. 5b. Complete pilot program from Jan 1 to June 30, and apply results to develop further recommendations that will enhance program. 		
Employee Engagement Survey Results (% 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"/> Job Satisfaction <input type="checkbox"/> Overall Immediate Supervisor	<input type="checkbox"/> 63.8 <input type="checkbox"/> 65.4 <input type="checkbox"/> 64.8 <input type="checkbox"/> 66.3 <input type="checkbox"/> 68.1	<input type="checkbox"/> 67.6 <input type="checkbox"/> 75.4 <input type="checkbox"/> 73.5 <input type="checkbox"/> 71.8 <input type="checkbox"/> 82.9	Maintain or increase from 2014

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 Department. 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
Knowledge Retention	2	3	<input type="checkbox"/> Record knowledge of key personnel in process maps. <input type="checkbox"/> Continue development of standard operating procedures. <input type="checkbox"/> Foster knowledge sharing and training.	Branch Leadership

Legislative Changes	5	3	<ul style="list-style-type: none"> ❑ The MGA Review and Big City Charter will have significant impacts on the Assessment and Taxation Branch. ❑ The branch is working closely with the Province and other stakeholders to ensure Edmonton's interests are protected. ❑ Many proposed changes will be positive, but new challenges will be inevitable as the branch adjusts to new legislation. 	Branch Leadership
Technological Support	2	4	<ul style="list-style-type: none"> ❑ The Assessment and Taxation Branch relies on City legacy systems, including Oracle and TACS. ❑ These system require continuous upgrading and support to ensure they remain current with both new technology and the branch's needs. ❑ As part of the branch's base budget, regular investment occurs to ensure the security of these systems. 	Branch Leadership
Assessment Roll Stability	3	3	<ul style="list-style-type: none"> ❑ The Assessment and Taxation Branch works diligently to ensure an accurate and secure assessment base. ❑ Complaints on assessments are brought forward annually, which must be reviewed and defended by assessment and legal professionals. 	Branch Leadership

EMERGING ISSUES

The Assessment and Taxation Branch is actively involved in legislative reform being put forward through both the Municipal Government Act Review and the Big City Charter. These projects promise to alter the landscape in which the branch operates. The branch is fully engaged in all aspects of the process and has suggested a number of changes that will improve branch efficiency and overall municipal flexibility in the matters of tax policy.

Branch Structure and Programs

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

Table 6: Branch Programs and Functions

Assessment	Taxation
Strategic Support Services (Training, Audit, Quality Control)	Strategic Support Services (Training, Audit, Quality Control)
Applications (Information Processing)	Applications (Information Processing)
Residential Unit	Tax Accounting
Commercial Unit	Customer Service and Tax Collection
Industrial, Special Purpose, Exemptions and Cost Unit	
Valuation, Multi-Residential and Residential Condo Unit	



Program 1: Assessment

The Assessment area strives to effectively prepare, communicate and defend annual market value assessments. It reports assessment information to the Province for the purposes of equalized assessment and to meet audit requirements. In all aspects of its work, the area looks to meet or exceed legislated provincial valuation standards. The assessment area also maintains a commitment to customer service by engaging in pre-roll conversations with property owners to apprise them of the upcoming market value shifts.

Service standards are strongly dictated by Part 9 of the Municipal Government Act (MGA) and associated regulations. The branch prepares assessments for over 360,000 properties annually. As part of Provincial expectations, the branch's assessment roll is provincially audited on an annual basis to ensure quality and accuracy.

Primary cost drivers for the assessment area relate to the volume of accounts and number of Assessment Review Board Complaints.



Program 2: Taxation

The Taxation area ensures the City meets budget targets via tax collection and enforcement. In addition to annual tax collection, it administers the Monthly Payment Program, Business Revitalization Zone levies, Community Revitalization Zone levies and local improvement payments. The area also maintains accurate property ownership information and records.

Service standards are strongly dictated by Part 10 of the Municipal Government Act (MGA) and associated regulations. The area handles over 100,000 enquiries via phone, fax, e-mail and walk-ins

on an annual basis. The business area works to update its processes as customer expectations evolve and Council expectations shift. City Council's direction to provide a Monthly Payment Program is one example of working to meet the needs and expectations of Council and property owners.

Primary cost drivers for the taxation area relate to the volume of accounts and number of inquiries.

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. (March 2)

ASSESSMENT AND TAXATION

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	17,700	17,600	18,100	18,700
Non-Personnel	4,300	4,300	4,300	4,300
Total Expenditure & Transfers	\$22,000	\$21,900	\$22,400	\$23,000
Net Operating Requirement	\$22,000	\$21,900	\$22,400	\$23,000
Full-time Equivalents	189.2	189.2	189.2	189.2

CHANGES TO MAINTAIN CURRENT SERVICE LEVELS

Identify the incremental changes to revenue or expenditures that is required to maintain the current service levels, ie. to do the same amount of work that the Branch is currently doing.

Table 7: Changes in Assessments

Year	# of Assessments Accounts	Change in Assessments Accounts	FTE's (includes Tax staff)	Change in FTE	Comments
2009	317,924		191.7		
2010	324,401	6,477	194.7	3	Addressing growth
2011	332,030	7,629	186.2	-8.5	Phased out business tax
2012	339,905	7,875	187.2	1	Addressing growth
2013	348,802	8,897	189.2	2	Addressing growth
2014	358,532	9,730	189.2	0	No increase in staff
2015	367,701	9,169	189.2	0	No increase in staff
2016	377,701	10,000	189.2	0	No increase in staff
2017	387,701	10,000	189.2	0	No increase in staff
2018	397,701	10,000	189.2	0	No increase in staff

The branch is forecasting an increase of approximately 10,000 parcels per year for the City of Edmonton. There is no definitive benchmark for staffing requirements based on parcel count, but a recent review completed by the International Association of Assessing Officers (IAAO) indicates an average of approximately 2,500 parcels per assessor. This number will vary based on the jurisdiction and its particular context. At present, the branch works at the industry average when accounting for staff in the Taxation section. The branch is aiming to take advantage of a variety of efficiency measures to maintain current staffing levels in the face of increasing parcel growth. This will drive the City's parcel count per assessor up by several hundred over the next three years.

With recent technological improvements through Pictometry, assessors are capable of performing inspections directly from their desks. This, in turn, decreases travel time and car mileage for the branch. The branch also anticipates additional efficiencies due to the

development of the new Civic Administration Building and potential integration of front counter activities. Increases in payments and inquiries as a result of Edmonton's increasing population can be managed by this integration.

Other efficiencies could be gained by changes in the Municipal Government Act – for instance, postage costs will decrease if the city is permitted to email, rather than mail, tax and assessment notices.

CHANGES BEYOND CURRENT SERVICE LEVELS

No changes in current service levels.

Impact of Capital:

There are no direct impacts on capital. IT costs are considered within the city's corporate Capital budget and IT committee.

POSITIVE CHANGE INITIATIVES

The Branch is planning the following Positive Change Initiatives:

- ❑ Pictometry continues to be integrated into the City's business and is anticipated to create additional efficiencies as assessor knowledge and training on this program improves.
- ❑ Legislative change through the MGA Review and Big City Charter is also expected to assist the branch in performing optimally. Legislative change is scheduled to begin in 2016 and continue in the 2017 and 2018 year. Phase-in periods for some of these changes are to be expected.



Appendix

APPENDIX I -SUMMARY ALIGNMENT OF OUTCOMES & PERFORMANCE MEASURES (PAGE SIZE CAN BE ADJUSTED) NEED TO BE PREPARED TO REPORT ON ANYTHING LISTED HERE

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	
BRANCH INITIATIVES						
TAX COLLECTION EFFECTIVENESS	<input type="checkbox"/> Property Tax collection as of year-end	Per cent of the tax levy collected	98%	98%	98%	<input type="checkbox"/> Continued customer engagement and focus on external communication. Annual review of assessment and tax notices and associated communication.
ASSESSMENT EFFICIENCY	<input type="checkbox"/> Improved Turnaround time on inquiries during complaint period	Inquiry response time (311 tickets received during complaint period)	100% within 3 days	100% within 3 days	100% within 3 days	<input type="checkbox"/> Annual tracking and review of response times is supported by all supervisory and management levels.
ASSESSMENT EFFECTIVENESS	<input type="checkbox"/> Meeting Provincial Audit standards for assessment to sales ratio	Ratio of assessed value to sales value for properties containing 1, 2 or 3 dwelling units	95% - 105%	95% - 105%	95% - 105%	<input type="checkbox"/> Ensuring a quality product through strong data, competent analysis and detailed review.
	<input type="checkbox"/> Meeting Provincial audit standard for coefficient of dispersion	Coefficient of dispersion for properties containing 1, 2 or 3 dwelling units	≤ 15%	≤ 15%	≤ 15%	<input type="checkbox"/> Ensuring a quality product through strong data, competent analysis and detailed review.
	<input type="checkbox"/> Minimize losses at assessment review board hearings	Per cent of the total annual municipal tax base reduced at tribunal	≤ 1%	≤ 1%	≤ 1%	<input type="checkbox"/> Ensuring a quality product through strong data, competent analysis and detailed review. Defence of the product with sufficient preparation and a well-articulated argument.

BRANCH CULTURE						
CULTURE	<div><div><input type="checkbox"/> Ensure a clear link between employee’s work and the City’s vision</div><div><input type="checkbox"/> Ensure information is available and timely</div><div><input type="checkbox"/> Provide employees the ability to express their career aspirations and develop a plan</div><div><input type="checkbox"/> Empower and provide opportunities for staff to improve the branch in which they work and the City as a whole</div></div>	% who see a clear link between their work and the City’s long-term vision	65%	2.5% Increase	2.5% Increase	<div><div><input type="checkbox"/> Provide a framework for prioritizing programs, projects, services, products and resources that is easily understood by all staff and ties in performance measures and targets at all levels.</div><div><input type="checkbox"/> Establish additional cultural ambassadors active in the Branch</div><div><input type="checkbox"/> Develop an Internal Communications Plan</div><div><input type="checkbox"/> Ensure all employees seeking career development have self-identified development needs in their Employee Performance Plan and Evaluation.</div><div><input type="checkbox"/> Fill all vacant positions with qualified applicants</div><div><input type="checkbox"/> Form an Engagement Committee from working-level staff to create action plans to improve engagement</div><div><input type="checkbox"/> Complete pilot program from Jan 1 to June 30, and apply results to develop further recommendations that will enhance program</div></div>
		% who believe information is widely shared and available when needed	65%	2.5% Increase	2.5% Increase	
		% who believe their career aspirations can be achieved at the City	62%	2.5% Increase	2.5% Increase	
		% who consider themselves engaged	68%	2.5% Increase	2.5% Increase	

Corporate Strategic Planning

FINANCIAL SERVICES & UTILITIES

Branch Manager:
Brian Latte

2016-2018 Business Plan



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Message from the Manager

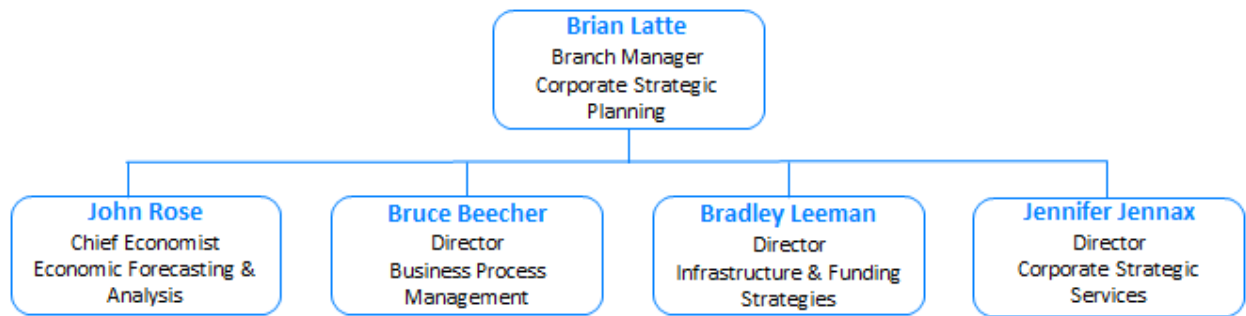


“Edmonton needs to continually look to the future. A strong vision and strategic plan ensures that we are set on the right course while also preparing for the changes ahead. An integral part of the City’s Strategic Plan is the effective and efficient delivery of limited resources. We all must ensure 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

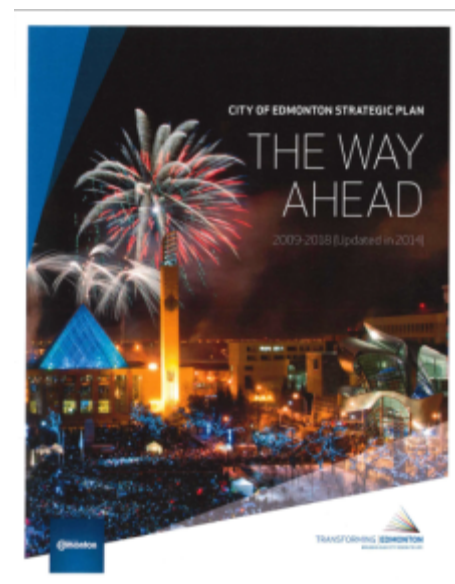
**Please see Branch Structure & Programs for more information.*

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 ALL 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)

Financial Services

FINANCIAL SERVICES & UTILITIES

Acting Branch Manager:
Stacey Padbury

2016-2018 Business Plan



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Message from the Manager



I am pleased to present the Financial Services Branch business plan for 2016 - 2018. The Branch focuses on delivering quality financial services throughout the Corporation, building on the sound financial management that Edmonton is known for.

The Branch is responsible for corporate accounting and reporting, treasury management, investment management, budget planning and development and business financial analytics. In 2015 the Branch begins the implementation phase of our Financial Services

Transformation - Building on Excellence. Our ability to provide high quality and relevant financial services is dependent on successful implementation of this Finance Transformation. Our focus will be on modernizing our finance function by leveraging continuous improvements to manage people, business process and technology which will allow us to focus our resources on providing enhanced business financial analytics and deeper business insights.

Our goal is to foster collaborative work processes, improve training, communication and employee engagement all with the intention of improving the quality and timely delivery of financial services to the Corporation.

Stacey Padbury

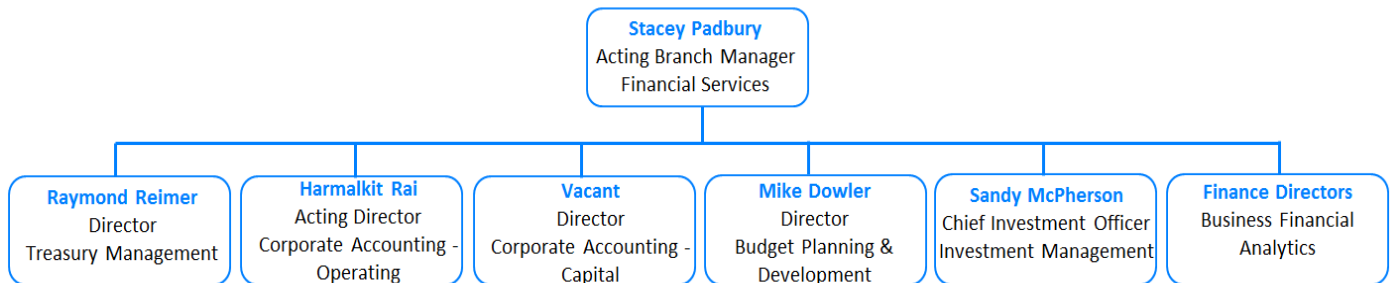
Acting Branch Manager

Financial Services

Our Branch

The Financial Services Branch provides leadership to ensure that the organization is financially sound, accountable and transparent in managing public funds. This is accomplished through sound fiscal policy, development of financial strategies and recommendations to address challenges and to take advantage of opportunities to effectively fund services, programs and infrastructure. The program manages operating and capital financial transactions, treasury, business financial analytics, investment, budget planning and development, and corporate accounting and reporting functions.

The organizational structure below reflects the changes implemented in 2015 as an early phase of the overall Financial Services Transformation - Building on Excellence.



Over the next three years (2016 - 2018), the Branch will address a number of goals and objectives, including:

Table 1: Branch goals and outcomes

Goal	Outcome
Goal 1: Modernize finance by leveraging technology effectively and strengthening business processes for improved financial management.	<ul style="list-style-type: none"> <input type="checkbox"/> Optimize use of existing technology <input type="checkbox"/> Consistent utilization of best practice business processes <input type="checkbox"/> Enhanced financial analytical support for corporate and client areas
Goal 2: Financial Services champions fiscal accountability and transparency for all Edmontonians.	<ul style="list-style-type: none"> <input type="checkbox"/> Provide accurate information and increase transparency in reporting to citizens <input type="checkbox"/> Ensure public consultation opportunities are provided to engage citizens in initiatives that help build a great city
Goal 3: Empower Financial Services staff and improve communications to ensure they are engaged in their roles, with a strong connection to the corporate business objectives.	<ul style="list-style-type: none"> <input type="checkbox"/> Staff recognize the Branch as a great place to work and would recommend it to others <input type="checkbox"/> Staff are clear on roles and expectations and manage performance effectively <input type="checkbox"/> Staff understand their connection to the corporate vision and the importance of their role in the financial process and are committed to providing high quality analysis and solutions <input type="checkbox"/> Training and support is available to achieve advantages and intended outcomes of the Branch reorganization <input type="checkbox"/> Branch Communications Plan reflects intended goals, expectations, projects, roles and resources <input type="checkbox"/> Staff, stakeholders and clients receive the right information at the appropriate times to support roles and decision-making

Contribution to the City's Vision

THE WAY AHEAD



The Way Ahead is supported by six directional plans. Led by Financial Services and Utilities, the Financial Services Branch is supporting the work related to the Financial Sustainability Plan (The Way We Finance), which will include the update of existing or development of new financial policies, strategies or processes, to be confirmed with the finalization of the Plan in 2015.



"The city has a robust set of financial policies and annual financial statements are audited and unqualified. In addition, it provides transparent, easy-to-access disclosure to pertinent information and prepares detailed operating and capital budgets. Management of debt and liquidity is prudent and the business plan articulates formal risk-management strategies and policies well."

Standard and Poors September 3, 2014

The Branch also anticipates supporting others in *The Way Ahead* implementation plan, including:

THE WAY AHEAD TACTIC	LEAD DEPARTMENT
RECREATION FACILITIES PLAN 	Community Services
TRANSIT STRATEGY AND IMPLEMENTATION 	Transportation Services



COUNCIL INITIATIVES

Public Engagement - The Business Planning and Budget Development functional area within the Branch takes an active role in seeking and integrating public engagement in the planning and budget processes.

CORPORATE LEADERSHIP TEAM - STRATEGIC FOCUS AREAS

The following table outlines Branch actions aligned with the Corporate Leadership Team (CLT) focus areas.

Table 2: Branch Support for CLT Focus Areas

CLT Focus Area	Branch Action and Support
The Way Ahead	<ul style="list-style-type: none"> ❑ Performance Measures for Financial Services are identified and processes are implemented to monitor and report performance ❑ Financial Services will have a lead and support role in the implementation of strategies within the Financial Sustainability Plan (<i>The Way We Finance</i>), expected to be approved in 2015. This will include new or updates to financial policy and processes
City Council Interface	<ul style="list-style-type: none"> ❑ Support a corporate process to better facilitate information sharing with Council in response to inquiries or to otherwise provide information
Administrative Governance	<ul style="list-style-type: none"> ❑ Implement branch cultural action plans ❑ Increase knowledge management and professional development, including succession planning
Corporate Oversight	<ul style="list-style-type: none"> ❑ Support the development and maintenance of an integrated approach to Office of the City Auditor audit findings, and lead in integrating the findings of the external auditor from the annual financial audit ❑ Plan and implement continuous improvement initiatives in managing people, developing business processes and optimizing technology
Fiscal Strategy	<ul style="list-style-type: none"> ❑ Monitor and improve the 3-year operating budget and business planning ❑ Lead and participate in identifying, monitoring and reporting 2% annual innovation and savings program ❑ Continued implementation of financial services transformation with the goal of increasing branch level productivity and efficiency ❑ Conduct periodic assessment of fiscal performance process
Major Initiatives	<ul style="list-style-type: none"> ❑ Support operational programs in identifying and assessing the financial risks, options and implications of major initiatives considered or ongoing ❑ Provide proactive business financial analytics to assist programs in monitoring and reporting on major initiatives, in support of decision-making ❑ Lead and/or support the financial impact phase of the Big City Charter review process for Edmonton

BRANCH INITIATIVES

The Branch has identified the following priority areas and activities for focus during 2016 - 2018.

Table 3: Branch Priorities and Initiatives

Branch Priority Areas	Initiatives (2016 - 2018)
Goal 1: Modernize Financial Services leveraging continuous improvement in people management, business process improvement and technology	<ul style="list-style-type: none"> ❑ Improved business processes through streamlined processes as future phase of financial transformation process ❑ Optimize use of existing financial systems through more inclusive technology use in analytics, data integrity, and data availability/sharing ❑ Enhanced Master Data Governance model implementation to improve the efficiency, timeliness and accuracy of financial reporting and minimize any challenges with data integrity ❑ Replace current debt management application with a new system and revised processes to better support planning, monitoring and reporting of debt ❑ Evaluate and automate financial systems and business processes ❑ Enhanced business analytical support to client areas through financial transformation, and business process improvement and optimization ❑ Strengthened accounting and reporting financial processes, utilizing capacity and efficiencies identified through organizational transformation ❑ Complete investment asset liability study for each of the City investment funds. Implement recommended changes arising from the study
Goal 2: Financial Services champions fiscal accountability and transparency for all Edmontonians	<ul style="list-style-type: none"> ❑ Development and oversight of annual budget program review process (2016 - 2018) ❑ Implementation of long-range financial analytical tools in 2016 ❑ Refinement of public engagement process for the 2019 - 2022 business planning and budget
Goal 3: Communication is enhanced and Financial Services staff feel engaged and empowered through their daily work. <ul style="list-style-type: none"> ❑ Culture in the Workplace ❑ Training ❑ Performance Management 	<ul style="list-style-type: none"> ❑ Improve the line-of-sight between day-to-day work and corporate business objectives - to achieve a rating of >70% on the employee engagement survey ❑ Build on collaborative workplace opportunities under the revised branch organizational structure ❑ Enhance two-way communication internal and external to Branch to ensure employees are informed of city programs, issues and initiatives ❑ Establish training program under new unified Chartered Professional Accountants environment and enhance internal training opportunities ❑ Establish clear performance expectations for all staff, monitor and manage performance effectively through regular performance feedback

BUILDING A GREAT CITY

The Financial Services Branch will contribute to building a great city through the following:

- ☐ continuous improvement and innovation, positive change opportunities that the branch will take advantage of to assist in achieving the stated outcomes;
- ☐ continuing to achieve improvements in quality through a greater commitment to employee engagement within the Branch;
- ☐ continued implementation of the Finance Transformation, centralizing and streamlining transactional processes, with a goal to improve the accuracy and timeliness of reporting and the effective redeployment of staff to the key initiatives of the branch.



Table 4: Branch Culture Action Plan

Culture Action Plan			
Issue to be Actioned	<ol style="list-style-type: none"> 1. Line-of-sight between day-to-day work and corporate business objectives 2. Enhanced two way communication initiatives 3. Build on collaborative workplace opportunities under a revised branch organizational structure 4. Promote a high performance culture through the delivery of timely, relevant feedback 		
Desired Outcomes	<ol style="list-style-type: none"> 1. Increased employee awareness of the importance of their work in the delivery of financial services to the Corporation 2. Enhanced communication at all levels to ensure that employees are aware of corporate initiatives 3. Increased collaboration between members of the finance team to improve efficiency and quality in the delivery of financial services 4. Elevate employee performance and development of future leaders through increased formal discussions about performance between supervisors and employees 		
Employee Engagement Survey Results (% favourable survey response)	2010 (Actual)	2014 (Actual)	2016 (Target)
<input type="checkbox"/> Overall Engagement <input type="checkbox"/> Overall Culture <input type="checkbox"/> Overall Workplace <input type="checkbox"/> Job Satisfaction <input type="checkbox"/> Overall Immediate Supervisor	<input type="checkbox"/> 71.3 <input type="checkbox"/> 73.6 <input type="checkbox"/> 67.8 <input type="checkbox"/> 77.2 <input type="checkbox"/> 79.7	<input type="checkbox"/> 71.7 <input type="checkbox"/> 68.1 <input type="checkbox"/> 71.4 <input type="checkbox"/> 63.6 <input type="checkbox"/> 71.2	Maintain or increase from 2014

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 Strategies

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Economic - interest rate variances, foreign exchange fluctuation, increases to inflation, and fluctuating equity markets may negatively impact investment returns	3	3	<input type="checkbox"/> Corporate investment policy guided by Investment Committee provides a framework and governance structure to address risk areas. <input type="checkbox"/> Periodic plan asset studies. <input type="checkbox"/> Strategy implemented to direct investment earnings to capital funding, where fluctuations can be more reasonably addressed.	Financial Services Leadership
Information - incomplete or inaccurate information impacts integrity and timing of reporting. Data system governance issues increase risk of error.	3	3	<input type="checkbox"/> Monitoring of procedures and controls <input type="checkbox"/> Enhanced training <input type="checkbox"/> Periodic analysis and reporting <input type="checkbox"/> External audit of legislative reporting.	Financial Services Leadership
Employees - senior staff leave resulting in knowledge gap. Strong labour market and need for specialized skill sets makes it difficult to attract and retain skilled staff.	3	3	<input type="checkbox"/> Documenting knowledge of key financial personnel through process mapping <input type="checkbox"/> Enhanced training and knowledge sharing. <input type="checkbox"/> Development of standard processes and procedures	Financial Services Leadership Corporate Human Resources
Legal / Regulatory - regulatory changes result in increased personnel / systems / training costs. Risk of non-compliance with regulatory requirements.	3	3	<input type="checkbox"/> Proactive monitoring of sources for legislative or regulatory change <input type="checkbox"/> Procedures developed and communicated with respect to legislative or regulatory changes. <input type="checkbox"/> Internal monitoring of compliance.	Financial Services Leadership

EMERGING ISSUES

Included below is a list of emerging issues that represent branch challenges. Responding to these issues is critical to the Branch implementing the 2016 - 2018 strategic initiatives.

MGA Legislative Changes and Big City Charter - Decisions with respect to proposed MGA changes and with financial implications from the Big City Charter are unknown at this time, and may significantly impact financial policy, budget guidelines or financial reporting process. Managing the changes with existing resources may pose a challenge.

Weakening provincial economy: Recent volatility in energy prices and the provincial fiscal situation have boosted the need for the City to monitor closely developments that could impact grants, transfers, user fees and other sources of funding. The Branch will respond by increasing the frequency of forecasting activity and support the developing contingency plans that address a range of fiscal outcomes.

Public sector reporting requirements - A number of upcoming changes to public sector reporting requirements, including financial instruments, related party and inter-entity transactions, assets and contractual rights, will require changes to systems and processes. Some of these changes are known at this time but further announcements and their impacts cannot necessarily be anticipated going out 3 years.



Branch Structure and Programs

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

Table 6: Branch Programs and Functions

Corporate Accounting (Capital and Operating)	Treasury Management	Budget Planning and Development	Investment Management	Business Financial Analytics
Accounting for operating and capital	Cash Handling and processing	Business Planning	Management of Investments	Client Financial Advisory Services
Financial Performance Reporting	Bylaw Ticket Administration	Budget Development	Monitoring and Compliance	Financial Analytical Support
Legislative Financial Reporting	Accounts Payable/ Receivable	Long Range Planning		Monitoring and Compliance
Debt Management	Remittance Processing	Capital and Operating Budget System Stewardship		Business Planning Support
Financial Accounting System Stewardship	Collections			Budget Development Support
Monitoring and Compliance	Monitoring and Compliance			Business Case Development



Program 1: Corporate Accounting (Capital and Operating)

Corporate Accounting provides all general accounting and reporting with respect to operating programs as well as accounting, analysis and debt management to support capital programs. This section provides leadership with respect to the legislative financial reporting, facilitating the external audit process and the reporting to Audit Committee, City Council and external stakeholders. Quarterly corporate performance reporting is coordinated along with strategic advice to support related decision-making. Financial data governance and the stewardship role for the City financial system is managed through this function.

Financial reporting must meet professional public sector accounting standards and timelines defined in the Municipal Government Act. Debenture borrowing must comply with the Municipal Government Act and related Regulations and the Master Agreement between the City and its lender, the Alberta Capital Finance Authority. Financial reporting requirements and changes in accounting standards or internal reporting requirements are the primary business drivers of this group.

Costs are driven primarily by personnel and external services such as external audit.

Program 2: Treasury Management

Treasury Management is responsible for the oversight of the City's cash handling and processing operations, for accounts payable and accounts receivable, for remittance processing, credit management and collections and for bylaw ticket administration. The functional area administers corporate policy in these areas and monitors corporate compliance.

Cost drivers for this function are primarily personnel to manage transaction volumes and to address any changes to legislative requirements, industry standards or City services.

Program 3: Budget Planning and Development

Budget Planning and Development is responsible for the facilitation, coordination and delivery of the business plans and budget, long-range forecast and model, including the Financial Outlook. In addition to these planning activities, the program leads and supports the development of the corporate capital and operating budget system.

The functions within this program are primarily focused on contributing to the financial sustainability of the City. This is accomplished by enhancing



and contributing to the accountability and transparency of financial information to citizens and Council and by providing timely information that assists with Council decision-making.

Costs for this program are primarily driven by personnel and external services.

Program 4: Investment Management

The Investment Management program administers the City investment function, through either direct internal fund management or through oversight of external fund managers. The program adheres to good governance and industry best practice with guidance from the Investment Committee. The City's investments are governed by the *Municipal Government Act* and its investment Regulations. The corporate Investment Policy and procedures outline the asset allocation policies, investment principles and guidelines, and risk management controls. Annual earnings and dividends from City investments flow to the Capital Budget to provide additional revenue and diversify the City's revenue base.

The City establishes an asset allocation policy for each of its investment funds in order to meet objectives in both the short and long term. Benchmarks as set out in the Investment Policy are monitored and reported on. Investment management will complete an extensive asset liability study of all major funds within the business plan period of 2016 - 2018.

Costs are driven primarily by personnel. Management fees are charged with respect to the funds that are managed directly in-house, to recover the fee savings that are achieved as compared to having these assets managed externally.



Program 5: Business Financial Analytics

Business Financial Analytics provide timely, accurate, analytical services to programs to support, long range financial planning, operating and capital budget development, variance analysis and management reporting, business case development. Financial advisory services inform decision-making and contribute to the long-term financial sustainability of the City.

Financial advice is tailored to business needs, with consistent application of professional financial standards and with City policy and directives, in order to support informed and balanced decision-making. Financial implications are identified and aligned with corporate strategic priorities.

Costs are primarily driven by personnel with resourcing levels primarily determined by the underlying business of the departments supported including the number and scale of projects and the number of business cases undertaken by the branches supported.



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.

FINANCIAL SERVICES

2016–2018 PLAN – BRANCH SUMMARY

(\$000)	2015 Budget	2016 Plan	2017 Plan	2018 Plan
Revenue & Transfers				
User Fees, Fines, and Permits	1,300	1,300	1,300	1,300
Grants	-	-	-	-
Transfer from Reserves	-	-	-	-
Total Revenue & Transfers	\$1,300	\$1,300	\$1,300	\$1,300
Expenditure & Transfers				
Personnel	24,100	24,400	25,100	25,700
Non-Personnel	5,000	5,000	5,000	5,000
Intra-municipal Recoveries	(9,900)	(9,900)	(9,900)	(9,900)
Total Expenditure & Transfers	\$19,200	\$19,500	\$20,200	\$20,800
Net Operating Requirement	\$17,900	\$18,200	\$18,900	\$19,500
Full-time Equivalents	233.3	233.3	233.3	233.3

Notes:

1. User fees, fines and permits includes revenue for external services. The lack of growth is indicative of lower demand for these services.
2. The increasing cost of personnel reflects the impact of employee settlement and in-range merit adjustments for staff. The amount does not include any additional full time equivalents as the Branch anticipates meeting increased demand through improved resource allocation and work prioritization.
3. Non-personnel represents branch expenses which are expected to remain constant. Amounts have not been adjusted for inflation as continuous improvement initiatives are intended to produce increased capacity to address work internal rather than through contracted services.

CHANGES TO MAINTAIN CURRENT SERVICE LEVELS

The Financial Services Branch strives to enhance financial services through continuous improvement and innovation supported by the Financial Transformation. The Branch expects to deliver enhanced financial services by addressing the initiatives identified in this plan using the existing staff complement through a reallocation and reprioritization of work by capitalizing on the efficiencies identified as part of the Financial Transformation.



Appendix

APPENDIX I -SUMMARY ALIGNMENT OF OUTCOMES & PERFORMANCE MEASURES

Corporate Outcome or Conditions of Success	Branch Goals	Performance Measures	Branch Target			Branch Strategies, Tactics or Actions
			2016	2017	2018	
THE WAY AHEAD						
FINANCIAL SUSTAINABILITY	Modernize finance by leveraging technology effectively and strengthening business processes for improved financial management.	City of Edmonton credit rating (Corporate Measure)	AA+	AA+	AA+	<input type="checkbox"/> Strengthened accounting and reporting financial processes, utilizing capacity and efficiencies identified through organizational transformation. <input type="checkbox"/> Improved business processes through streamlined processes as future phase of financial transformation process <input type="checkbox"/> Enhanced financial analytical support for corporate and client services. <input type="checkbox"/> Performance Measures for Financial Services are identified and processes are implemented to monitor and report performance. <input type="checkbox"/> Financial Services will have a lead and support role in the implementation of strategies within the Financial Sustainability Plan (The Way We Finance), expected to be approved in 2015. This will include new or updates to financial policy and processes. <input type="checkbox"/> Complete investment asset liability study for each of the City investment funds. Implement recommended changes arising from the study
	Financial Services champions fiscal accountability and transparency for all Edmontonians.	Rate of return of investment portfolio compared to benchmark (benchmarks are calculated on a four year average return)	Exceed benchmark	Exceed benchmark	Exceed benchmark	
COUNCIL INITIATIVES						
PUBLIC ENGAGEMENT (LED BY CORPORATE COMMUNICATIONS)	Financial Services champions fiscal accountability and transparency for all Edmontonians.	Public Engagement and Survey connections; surveyed participants feel	satisfaction with process - establish baseline	2% Increase	2% Increase	<input type="checkbox"/> Support a corporate process to better facilitate information sharing with Council in response to inquiries or to otherwise provide information. <input type="checkbox"/> Refinement of the public engagement process for the 2019 - 2022 business planning and budget cycles.

		heard with the City’s budgeting process (Corporate Communications)				
		Citizen satisfaction with engagement processes for the City’s budgeting process (Corporate Communications)	establish baseline % aggregate satisfaction	2% Increase	Maintain or improve	
CLT FOCUS AREA						
CORPORATE OVERSIGHT	Financial Services champions fiscal accountability and transparency for all Edmontonians.	Number of financial control or reporting deficiencies identified in the audit external audit findings report or the management letter.	Zero	Zero	Zero	<div><input type="checkbox"/> Evaluate and automate financial systems and business processes</div> <div><input type="checkbox"/> Strengthened accounting and reporting financial processes, utilizing capacity and efficiencies identified through organizational transformation.</div> <div><input type="checkbox"/> Improved business processes through streamlined processes as future phase of financial transformation process</div> <div><input type="checkbox"/> Optimize use of existing financial systems through more inclusive technology use in analytics, data integrity, and data availability/sharing</div>
BRANCH INITIATIVES						
EFFICIENCY		% increase in full-time staff to new/improved technology and business processes (2% Innovation through continuous improvement)	0%	0%	0%	<div><input type="checkbox"/> Strengthened accounting and reporting financial processes, utilizing capacity and efficiencies identified through organizational transformation</div> <div><input type="checkbox"/> Improved business processes through streamlined processes as future phase of financial transformation process</div>

EFFECTIVENESS		% increase in client satisfaction with Financial Services support	Baseline to be developed in 2016	5% increase	5% increase	<input type="checkbox"/> Enhanced business analytical support to client areas <input type="checkbox"/> Complete investment asset liability study for each of the City investment funds. Implement recommended changes arising from the study
BRANCH CULTURE						
CULTURE (MEASURED THROUGH BIENNIAL EMPLOYEE ENGAGEMENT SURVEY))	Empower Financial Services staff and improve communications to ensure they are engaged in their roles, with a strong connection to the corporate business objectives.	% increase in staff's ability to see a connection between their work and the City's long-term vision	70%	70%	75%	<input type="checkbox"/> Improve the line-of-sight between day-to-day work and corporate business objectives - to achieve a rating of >70% on the employee engagement survey <input type="checkbox"/> Build on collaborative workplace opportunities under the revised branch organizational structure <input type="checkbox"/> Enhance two-way communication internal and external to Branch to ensure employees are informed of city programs, issues and initiatives <input type="checkbox"/> Establish training program under new unified Chartered Professional Accountants environment and enhance internal training opportunities <input type="checkbox"/> Establish clear performance expectations for all staff, monitor and manage performance effectively through regular performance feedback
		% increase in staff job satisfaction level	72%	72%	2% increase	
		% increase in staff satisfaction with branch communication	60%	60%	5% increase	
		% increase in staff satisfaction with staff-supervisor engagement	72%	72%	4% increase	