

2016-2018 Business Planning Debrief

Recommendation:

That the June 23, 2015, Financial Services and Utilities report CR_2502, be received for information.

Report Summary

This report provides a summary of feedback and identifies areas for improvement related to the Department and Branch 2016-2018 Business Planning process.

Report

On September 10, 2014, Council approved a multi-year budgeting policy that gave Administration direction to develop a multi-year operating budget for 2016-2018 to be presented to Council in the fall of 2015.

As outlined in prior Council reports, with the approval of the multi-year budgeting policy Administration is moving to increase the alignment between strategic planning and resource allocation. The framework developed to increase the alignment and deliver a 2016-2018 operating budget included the presentation of 2016-2018 Department and Branch Business Plans to Council Committees throughout the month of May. It was expected that this would provide Council and the Public with a deeper understanding of the City's programs, cost drivers and performance while increasing the accountability and transparency. Administration also expected that the conversations with the Committees would provide an indication of priorities for 2016-2018 that could be used to develop the proposed 2016-2018 Operating Budget.

Presentation of Business Plans

Throughout May and June, departments presented their 2016-2018 Business Plans to committees. During these presentations Administration received feedback from the Committees regarding improvements for the business planning process. From the discussions, Administration has identified a number of areas that will be reviewed and developed further in order to improve upon the existing business plans. These areas include:

- developing and using consistent language throughout the branch business plans with a focus on consistency and not sameness
- making it clearer for the reader to understand what we are going to do, how we are going to get there and whether or not we have achieved what we set out to do
- providing a clear picture of how we expect to influence the outcomes and measures
- communications putting together a one page summary of the emerging issues that were identified for Councillors to use and refer to
- scheduling non-regular meetings to discuss the business plans rather than including them on the agenda at regular committee meetings
- incorporating a section that identifies the policies that impact or influence the

department, including bringing forward any policy contradictions that may exist

- developing a front end document that describes how initiatives requiring cross functional teams are being integrated and collaborating to achieve the desired outcomes.

Next Steps

With the presentation of the 2016-2018 Department and Branch Business Plans complete, Administration will continue with the development of the proposed 2016-2018 Operating Budget. The operating budgets will be developed considering what was discussed and feedback received from Committees during the presentation of the business plans.

Once the 2016-2018 Operating Budget has been approved, Administration intends to report back to Council on how the investments made through the budget are influencing the outcomes and measures that Council wants to achieve. This update would occur in the spring of 2017 and 2018 and coincide with the update and finalization of the tax rates for those years.

Others Reviewing this Report

- L. Cochrane, General Manager, Community Services
- R. G. Klassen, General Manager, Sustainable Development
- K. Rozmahel, General Manager, Corporate Services
- D. Wandzura, General Manager, Transportation Services