

# Branch — Corporate Strategic Planning

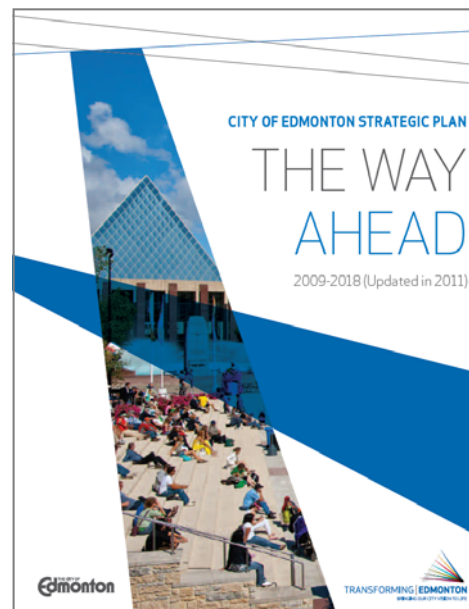
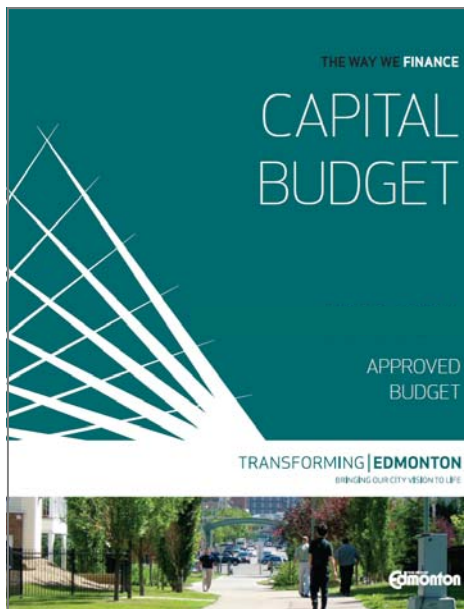
## Introduction

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*. The alignment between planning and outcome achievement is focused 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 through the development and use of a variety of innovative infrastructure asset management tools to 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 the optimization of investment in infrastructure and aids Council in capital planning to develop 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 & Neighbourhood Renewal Price Index reports, short- and long-term forecasts which include demographic & social issues for the city and region.

This branch also facilitates a corporate business improvement program that enables the City of Edmonton to continuously improve services to citizens. The Business Process Management section helps to increase organizational effectiveness and efficiencies, improve business processes, reduce costs and increase revenues, and communicate the results to Council and citizens.



# Branch — Corporate Strategic Planning

## Approved 2015 Budget – Branch Summary

(\$000)	2013 Actual	2014 Budget	2015 Budget	\$ Change '14-'15	% Change '14-'15
<b>Revenue &amp; Transfers</b>					
User Fees, Fines, and Permits	-	-	-	-	-
Grants	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	-	-	-	-	-
<b>Expenditure &amp; Transfers</b>					
Personnel	3,869	4,521	4,652	131	2.9
Materials, Goods, and Supplies	29	36	46	10	27.8
External Services	264	527	527	-	-
Fleet Services	-	-	-	-	-
Intra-municipal Charges	55	47	47	-	-
Utilities & Other Charges	21	40	40	-	-
Transfer to Reserves	-	-	-	-	-
Subtotal	4,238	5,171	5,312	141	2.7
Intra-municipal Recoveries	(55)	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	\$ 4,183	5,171	5,312	141	2.7
<b>Net Operating Requirement</b>	<b>\$4,183</b>	<b>\$5,171</b>	<b>\$5,312</b>	<b>\$141</b>	<b>2.7</b>
<b>Full-time Equivalents</b>	34.0	35.0	35.0	-	

### Budget Changes for 2015

(\$000)

#### Expenditures & Transfers - Changes

##### Personnel \$131

Movement toward job rate and changes in benefits.

##### Materials, Goods & Supplies \$10

The increase relates to subscriptions in APQC- American Productivity & Quality Center.

#### Full-time Equivalents - Changes

There are no changes to Full Time Equivalency.

# Branch — Corporate Strategic Planning

## Approved 2015 Budget – Program Summary

### Program Name - Business Process Management

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Business Process Management is a corporate business improvement program that enables the City of Edmonton to continuously improve services to citizens, increase organizational effectiveness and efficiencies, improve business processes, reduce costs and increase revenues and communicate the results to Council and Citizens.

#### Cost Drivers

Costs are driven primarily by personnel and external services.

#### Service Standards

Process improvement reviews identify and evaluate current business processes to identify improvements in workflow management, operational efficiencies, system capabilities, internal controls, reporting, financial governance and oversight. This includes managing project scope, schedule and associated resources as agreed to by the project sponsor.

Resources (\$000)	2013 Actual	2013 Budget	2014 Budget	2015 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	1,523	1,581	1,516	1,708
Subtotal	1,523	1,581	1,516	1,708
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 1,523	\$ 1,581	\$ 1,516	\$ 1,708
Management		-	2.0	2.0
Professional/Technical/Union Exempt		9.0	7.0	7.0
Union		3.0	3.0	3.0
Temporary		-	-	-
Full - Time Equivalents		12.0	12.0	12.0

#### 2014 Services

- Develop future state design and implementation plans for Financial Services transformation that realigns resources to increase financial analytics expertise and improve accounting oversight and transactional consistency and efficiency
- Conduct process reviews for continuous business improvement opportunities
- Facilitate the implementation of the Capital & Operating Budget System (COBS)

#### Changes in Services for 2015

- Support implementation of Financial Services transformation (see above)
- Develop and implement a program to establish a community of SAP super users or "Business Process Champions" who are trained and supported as champions of process and system usage, in order to provide additional end user support, improve system and process adoption rates, and identify opportunities for continuous improvement.
- Conduct process reviews for continuous business improvement opportunities

# Branch — Corporate Strategic Planning

## Approved 2015 Budget – Program Summary

### Program Name - Infrastructure & Funding Strategies

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Facilitate the delivery of the capital budget supported by sound asset management practices and effective grant administration by ensuring that programs to renew, upgrade and expand infrastructure assets are sustainable and support the City's plans and priorities.

#### Cost Drivers

Costs are driven primarily by personnel and external services.

#### Service Standards

Services include corporate stewardship of the capital budget including the integration of sound asset management practices, grant administration in compliance with contribution agreements, and advanced infrastructure management tools, processes, and practices to ensure that limited resources are wisely invested.

Resources (\$000)	2013 Actual	2013 Budget	2014 Budget	2015 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	1,165	1,434	1,462	1,444
Subtotal	1,165	1,434	1,462	1,444
Intra-municipal Recoveries	(55)	-	-	-
Net Operating Requirement	\$ 1,110	\$ 1,434	\$ 1,462	\$ 1,444
Management		1.0	1.0	1.0
Professional/Technical/Union Exempt		5.0	6.0	6.0
Union		2.0	2.0	2.0
Temporary		-	-	-
Full - Time Equivalents		8.0	9.0	9.0

#### 2014 Services

- Develop the updated 10-year Capital Investment Agenda and 4-year Capital Budget in collaboration with other departments through facilitating the capital prioritization process and business case review
- Implement the Capital module of the Capital and Operating Budgeting System
- Continue enhancement of infrastructure management tools, work with other orders of government to secure and administer grants
- Provide information and analytics to Council to assist in decision making

#### Changes in Services for 2015

- Continue enhancement to the Development Infrastructure Impact Model (DIIM) to support corporate projects
- Further improvement to the Capital module of the Capital and Operating Budgeting System

# Branch — Corporate Strategic Planning

## Approved 2015 Budget – Program Summary

### Program Name - Strategic Services

#### Link to 10-Year Strategic Goals



#### Results to be Achieved

Coordinate and facilitate the implementation of the City's corporate planning, enterprise risk management and performance reporting framework and its policies, directives and processes. This program also includes the monitoring and reporting of economic trends that inform Council and Administration about key economic issues facing our city.

#### Cost Drivers

Costs are driven primarily by personnel and external services.

#### Service Standards

Services include the integration of economic reports, strategic planning, performance management, reporting and education to contribute to the accountability to citizens and timely information for Council's decision making.

Resources (\$000)	2013 Actual	2013 Budget	2014 Budget	2015 Budget
Revenue & Transfers	\$ -	\$ -	\$ -	\$ -
Expenditure & Transfers	1,550	2,144	2,193	2,160
Subtotal	1,550	2,144	2,193	2,160
Intra-municipal Recoveries	-	-	-	-
Net Operating Requirement	\$ 1,550	\$ 2,144	\$ 2,193	\$ 2,160
Management		1.0	2.0	2.0
Professional/Technical/Union Exempt		7.0	7.0	7.0
Union		6.0	5.0	5.0
Temporary		-	-	-
Full - Time Equivalents		14.0	14.0	14.0

#### 2014 Services

- Review and update The Way Ahead's Corporate Outcomes, Outcome measures and Targets
- Complete the Citizen Dashboard - an online self-serve tool that enhances transparency, accountability and performance measures in alignment with corporate outcomes, external factors
- Complete the Strategic Risk Management process for two of the five Ways Plans
- Develop performance measurement guidelines and tools for priority based budgeting, outcome and productivity measures and targets
- Prepare the Economic Indicator Report, Municipal Price Index & Neighbourhood Renewal Price Index reports, short- & long-term forecasts which include demographic & social issues for the city and region

#### Changes in Services for 2015

- Development of a Corporate Implementation Plan for The Way Ahead
- Completion of a Performance Measurement Registry for Corporate, Department and Branch Performance Measures
- Development of a Council Policy for Strategic Enterprise Risk Management

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## Branch Performance Measures

The following performance measures are intended to provide an example of some of the measures that the Branch is currently monitoring. Since services provided within the Branch are very diverse, the measures are not intended to represent the Branch overall.

**Effectiveness** measures whether the Branch is effective in achieving its desired outcomes.

**Efficiency** measures how well resources are being used to produce a service or product.

Measure Type	Key Outcome (from Mandate)	Performance Measure	Target	Actual (year & result)
<b>Effectiveness</b>	Increase client satisfaction with products/services provided	% clients satisfied with usefulness/value of delivered products/services	90%	85% (2014)
<b>Efficiency</b>	Program: Chief Economist Office	% of economic indicator deliverables meeting same day delivery standard	95%	92% (2014 YTD)