

# **2019-2022 Business Plan and Budget Deliberations**

Presentation to Priorities Committee  
September 18, 2018

# Presentation Topics

- MYPE
  - Development of new process
- What is BIS?
  - Philosophical Approach
  - Base
  - Improvement
  - Strategic
- Deliberation Process
  - Timelines
  - Managing expectations
- Questions

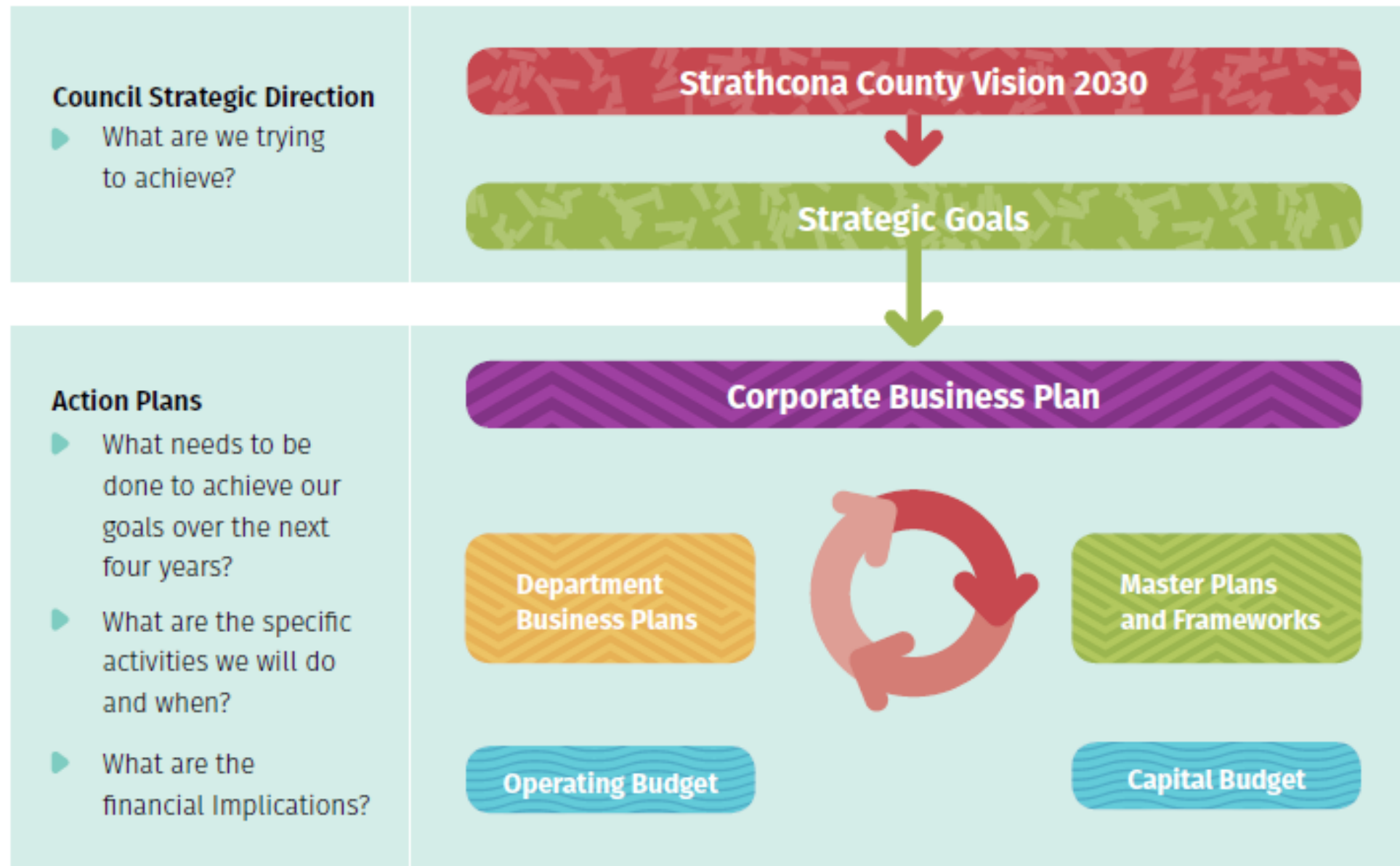
# Multi-Year Planning & Execution (MYPE)

- Recent changes to the Municipal Governance Act (*MGA*)
- To meet these new requirements, Strathcona County is implementing MYPE
  - New four year business planning process (rolling plan)
  - Development of robust business case process
    - Demonstrates alignment with Strategic Plan and Corporate Business Plan
    - Increased rigor around resource planning
    - Increased project management and execution pre-planning
    - Development of reporting metrics
  - Development of four year operating budget
  - Development of five year capital budget

# Strategic Planning Framework



# Strategic Planning Framework



# Base, Improvement, Strategic

- To support and help deliver Council's Strategic Plan, the **BIS** philosophy was developed
  - (B)ase
  - (I)mprovement
  - (S)trategic
- Business planning and budgeting decision making framework
  - Applies to operating and capital budgets
- A lens to help prioritize and filter business cases in the Multi-Year Planning & Execution (MYPE) process
  - Guideline, not a rule
  - Helps frame conversations

# Philosophical Approach

- Built on a three step process
  - First consideration is to support existing service delivery at the existing level of service (Base)
  - Secondary consideration is to be better at what we already do (Improvement)
  - Third consideration is to consciously explore new opportunities (Strategic)
- Philosophy developed by extrapolating existing County practices/priorities
  - Annual programs
  - Organizational efficiency and effectiveness

# Philosophical Approach

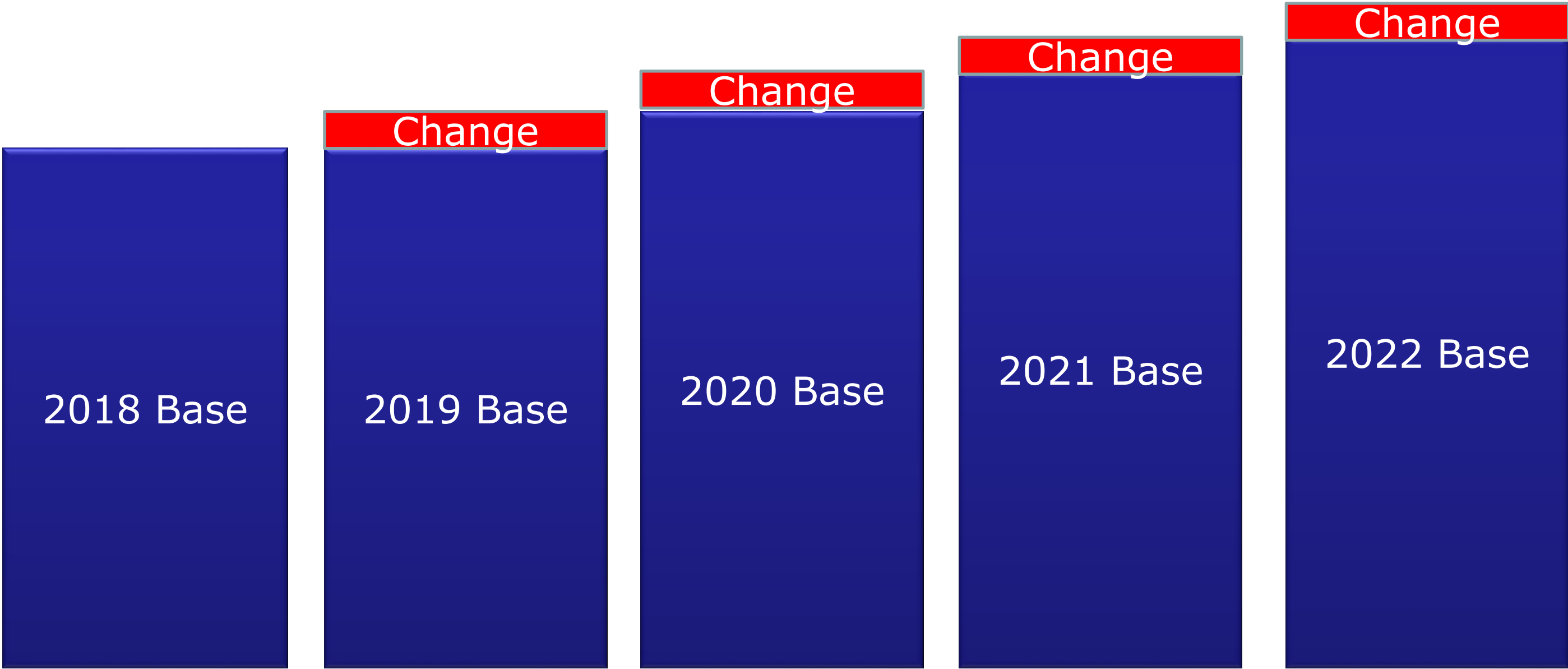
- Supports strategic priorities
  - Enhances decision making transparency
  - Demonstrates how strategic priorities are being/will be met
- Continuation of the journey
  - Pursuit of Excellence
  - Business Planning & Budgeting Initiative (BPBI)
  - Priority Based Budgeting (PBB)
  - Good to Great



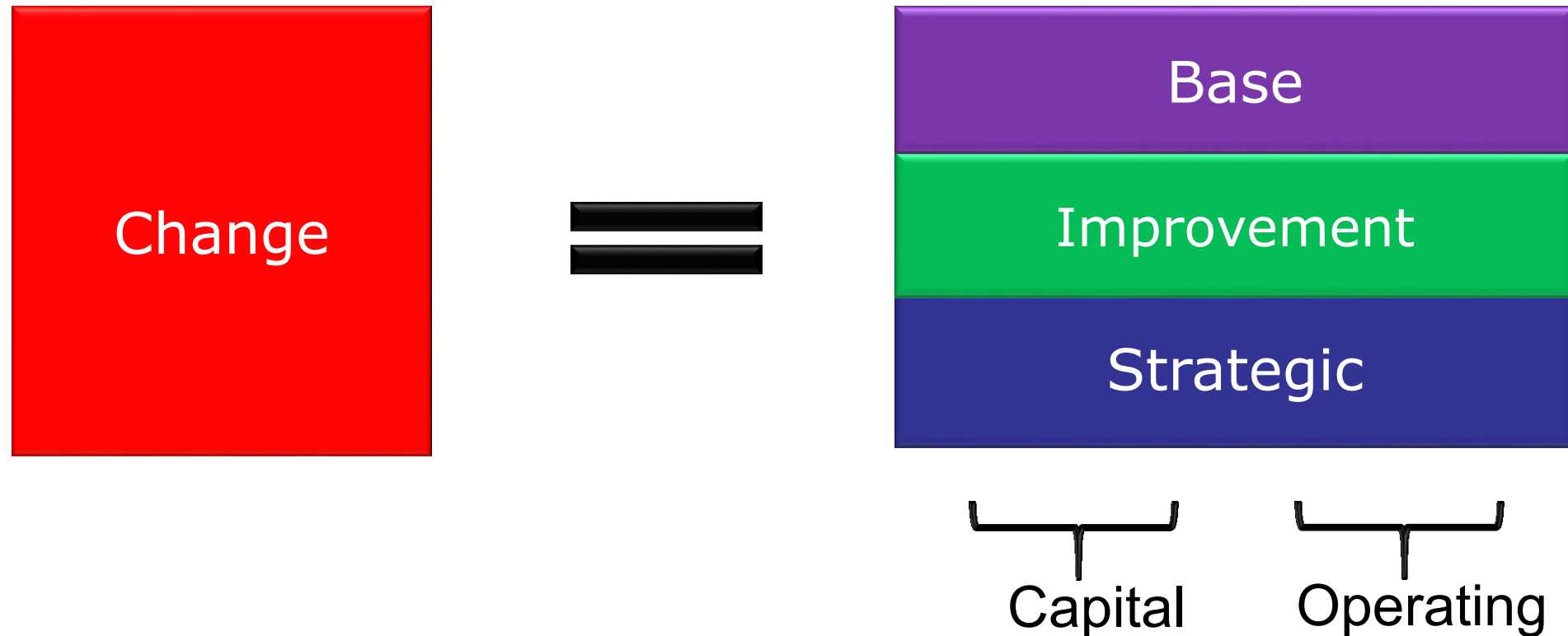
# Base

- Resources required to maintain current envelope of services
- Operating
  - Previous year's budget
    - Add/(subtract) the changes:
      - Cost for growth/(shrinkage)
      - Cost for inflation/(deflation)
      - Staffing required to meet existing demand/expectations
- Capital
  - Annual programs
  - Major rehabilitations/replacements
    - GARC renovation

# What's Changing Year Over Year?



# Components of the Change



# Improvement

- Resources required to improve current envelope of services
- Operating
  - Improvement initiatives
  - Operational projects with continuous improvement focus
    - Priority Based Budgeting project
  - Can include staffing need
- Capital
  - Capital projects to improve the way we deliver existing services
    - Double decker buses

# Strategic

- Resources required to develop/implement new service opportunities
- Operating
  - Strategic initiatives
  - Operational projects to develop new service
    - Strathcona County Business Transformation
  - Can include staffing need
- Capital
  - Capital projects to provide new service
    - Multi-Use Ag Facility

# Deliberation Process

Broken into four distinct stages

- Operating – base
- Capital
- Operating – initiatives
- Aggregate view

# Deliberation Process

October 26, 29, 31

- Presentation of 2018 budget
  - Budget document version
  - Program based version
- Establish “base” foundation, upon which future years are built
  - Existing service package
  - Existing financial envelope

# Deliberation Process

November 5, 9, 16

- Capital presentations
  - Five year Capital recommendation
  - Ten year Capital list
- Presented in context of BIS
  - Base capital
  - Improvement capital
  - Strategic capital



# Deliberation Process

November 5, 9, 16

- Present 2019-2022 “base” budgets
  - Focus on the “DELTA”
  - Aggregate view
  - Year over year view
- Fees, Rates & Charges

# Deliberation Process

November 26, 29

- Present 2019-2022 “DELTA”
  - Staffing Increase Requests
    - Base
  - Initiatives
    - Improvement
    - Strategic

# Deliberation Process

December 4, 6

- Aggregate Review
  - Capital budget
  - Operating DELTA
  - Base budget
- Seek formal Council approval for:
  - Operating budget
  - Capital budget
  - Fees, Rates & Charges
  - Borrowing Bylaws (if applicable)

# Questions?

