



Making a difference...together

**REPORT TO ARTS COMMITTEE
MEETING OF WEDNESDAY, NOVEMBER 14, 2012**

SUBJECT DIVISION PLANS REVIEW

ISSUE

The Capital Regional District (CRD) has embarked on a three year business planning cycle. 2013-2015 represents the first three year term of this new approach. The division plans have now been completed and are ready to be presented to the committees.

BACKGROUND

All CRD divisions develop annual business plans. These plans provide an operational framework to the divisions and lays out its work plans and priorities for the coming year.

At the Finance & Corporate Services Committee meeting of June 13, 2012 staff recommended, and the Committee and Board subsequently approved the following recommendation:

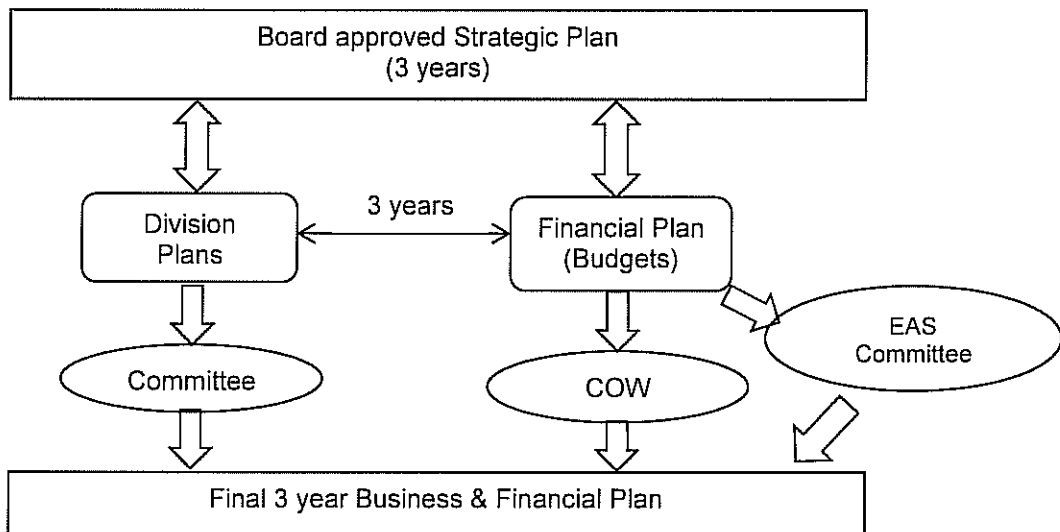
"Business plan preparation to be on the same three year cycle to align with the budget preparation with individual service plans presented to the appropriate committee."

The CRD has identified a benefit to shift to a three year business planning cycle to align with the CRD Corporate Strategic plan. To make the business plans more meaningful the CRD has refined its current business planning process to more closely align with its three-year strategic planning process. It will provide the CRD an opportunity for better information management, and therefore, better communication with regional stakeholders about CRD priorities, intended outcomes and delivery.

Additionally these plans would also provide a framework to guide the new three year budget process of the CRD, which ensure that resources are prioritized in order to allow staff to deliver on the Board's strategic priorities, as well as CRD's mandated service delivery responsibilities.

The presentation of service plans to the appropriate committee permits the more detailed assessment and knowledge of service delivery and programs appropriate to their recommendations to the Board. Budgets will be presented to the Committee of the Whole in January 2013.

The following figure identifies the structure put in place for business and budget approvals.



The Division Plans are intended to provide the committees with information on each division. The plan focusses on service levels and also identifies performance management indicators. These metrics will be worked upon on an ongoing basis and will be improved as we continue to develop the process. An annual update will be presented in year 2 and 3 to provide committees the opportunity to review the work program and make amendments as necessary. The iterative process is intended to provide staff with a roadmap to better plan and deliver their work effectively.

FINANCIAL IMPLICATIONS

Detailed 2013-2015 budget estimates are being worked upon and will be presented for review and approval to the Committee of the Whole in January 2013. Preliminary budget estimates for the overall CRD budget indicates an expected increase in the 2012 budget of between 2% and 3% excluding any Board approved strategic initiatives. Most of the core services are within the staff guideline of a 2% requisition increase. It is, however, to be noted that some of the previously approved Board-approved initiatives such as the parkland acquisition levy increase, E&N trail operation and climate adaption development initiatives, will have an impact to the overall budget. Detailed budgets will be presented in January 2013

CONCLUSION

Staff have developed divisional service plan templates through a consultation process with all departments. The objective was to develop an integrated planning approach that would link the CRD's divisional plans as well as its overall financial planning with its three year strategic plan and to provide improved communications about services delivered.

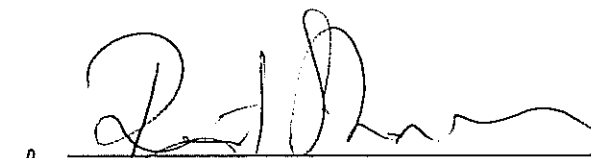
Departments have prepared service plans for presentation to the appropriate standing committee during November 2012 to provide a more detailed assessment and knowledge of service delivery and programs. Budgets will be presented to the Committee of the Whole in January 2013.

RECOMMENDATION

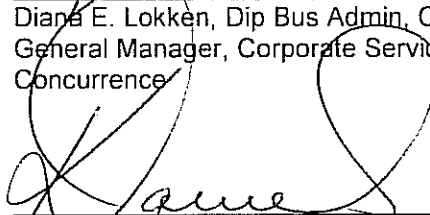
That the Arts Committee receive this report for information.



Rajat Sharma, MBA, CMA
Senior Manager, Financial Services



L Diane E. Lokken, Dip Bus Admin, CMA
General Manager, Corporate Services
Concurrence



Kelly Daniels
Chief Administrative Officer
Concurrence