2012 Tax Operating Budget

Workshop #2

General Issues Committee
November 17, 2011
Operating Budget Workshops

• 3 workshops scheduled for 2012 operating budget (Oct 27, Nov 17, Dec 16)

• Overall purpose is to engage Council and get feedback on priorities, issues, directions, etc. before actual budget deliberations
Operating Budget Workshops

• The 2012 Operating Budget Workshop sessions are an opportunity for Council to provide feedback to staff on a number of items including:
  – Identifying program and service priorities (high & low) in light of fiscal constraints
  – Information requirements
  – Timeline / schedule
Operating Budget Workshops

• Workshop 1 (Oct 27)
  • Corporate outlook; Guiding Principles; Additional information listing
  • Council feedback

• Workshop 2 (Nov 17)
  • Departmental presentations identifying budget issues
  • Council feedback

• Workshop 3 (Dec 16)
  • Draft 2012 budget (budget overview schedules)
  • Provide additional information
  • Council feedback
1. Performance Measurements

2. Departmental Presentations
   - All presentations – opportunity for Council to engage departments on budget issues for 2012
   - Public Works Presentation – “Pilot”
     - is a draft template for the departmental presentations which will begin the formal deliberations process in late January 2012.
     - Incorporates additional information on services, performance / activity indicators
     - Council’s feedback is encouraged
Performance Measurement
Why Measure?

• Measurement is viewed as the ‘jump-off’ point leading to discussions about underlying practices or policies in achieving certain results

• Provides a point of reference against which things can be measured and compared
  - Expressing data on a common basis makes it easier to compare, i.e. cost per unit of service or as a rate per capita

• Compares internal performance data year over year

• Assists in making comparisons between municipalities more meaningful

You can’t manage, what you don’t measure.
Benefits

- Strengthens accountability and improves the level of transparency
- Enables Councils and Staff to make informed decisions and/or set policy based on service quality, quantity and cost
- Provides credible municipal data that measures and compares how efficiently and effectively services are delivered
- Supports a performance culture within and between municipalities
Benefits

- Improved accountability through the process of collecting, and analyzing.
- Improved Capacity for Learning and Improvement through the discussion that occurs in understanding the underlying practices that attribute to better results.
Challenges

- Fear - overcoming greater transparency of reporting performance results

- Comparability - technical definitions that do not allow for apples to apples comparison OR are not adhered to by users

- Using the data - analysis to determine better/best practices

- Target Setting - establishing appropriate targets & measures to establish performance

- Link to HR performance management systems