

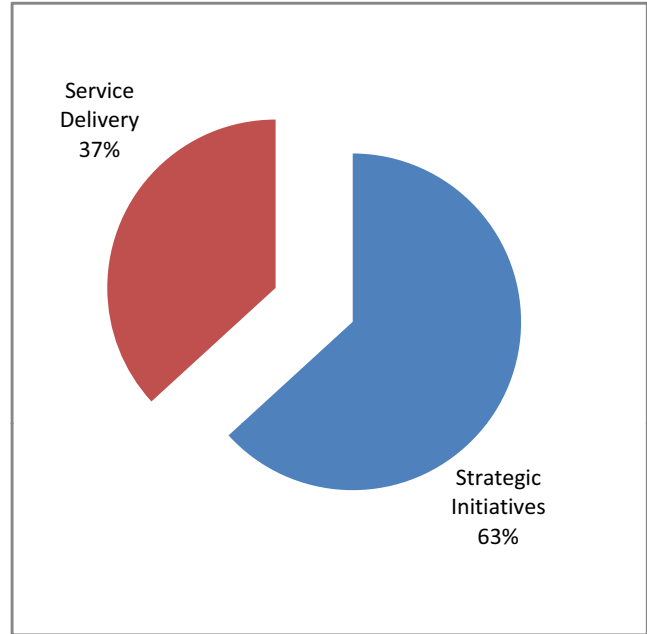
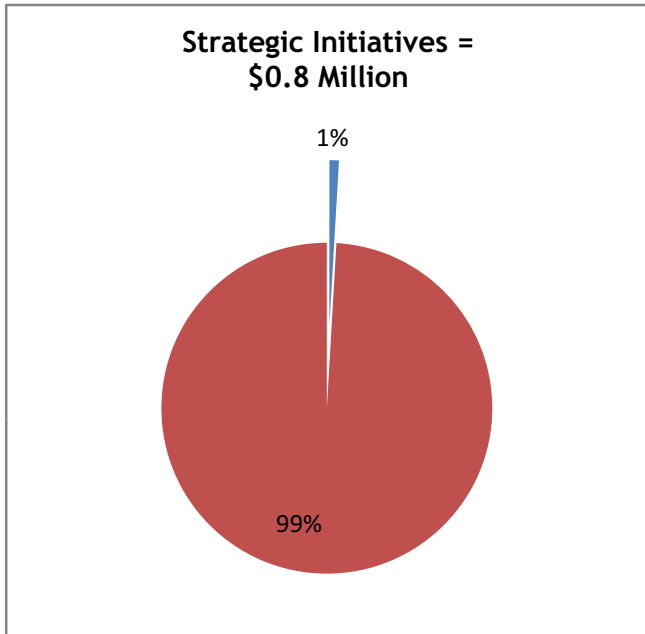
Strategic Initiatives



David Graham - Director

Percent of General Fund Operating

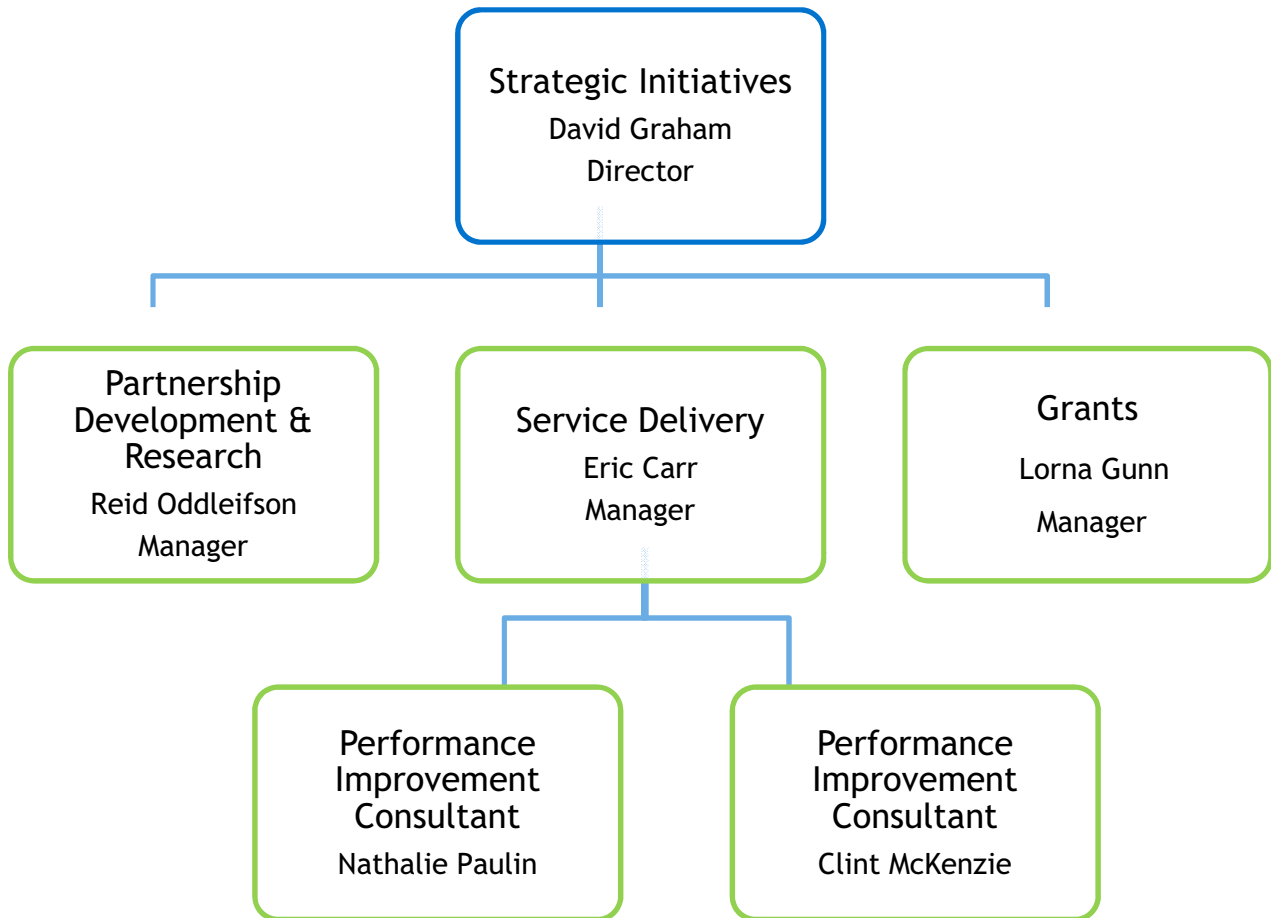
Division Summary



General Fund Operating = \$88.6 Million

Department Overview

	Revised Adopted 2009	Financial Plan 2010	Change from Prior Year	Percent Change
Taxation Expenditures				
Net Operating Capital	674,753	826,776	152,023	22.5%
	0	0	0	0.0%
Total Taxation Expenditure	674,753	826,776	152,023	22.5%
Authorized Positions	6.0	7.0	1.0	16.7%





DEPARTMENT GOALS

Develops and manages tools to support excellence in performance, service delivery, and measurement; assisting all other Departments to achieve continuous improvement in the City's services to its citizens.

Develops strategic direction or changes within the City's operations, structures and business processes.

Creates active relationships and new financial arrangements with other levels of government and private sector partners.



CURRENT YEAR OBJECTIVES

Strong Innovative Leadership

- ▶ Phase II Corporate Priority Planning process.
- ▶ Internet deployment of the Service Request system.
- ▶ Conduct research and prepare applications for alternative funding sources for municipal programs and capital projects.
- ▶ Update and improve the Corporate Services and Responsibilities map.
- ▶ Implement a corporate performance excellence program.
- ▶ Further development of the Municipal Reference Model for the City of Kelowna.
- ▶ Support all departments in their work to achieve Strategic Plan objectives.



Department ID Section Descriptions

Strategic Initiatives Department

The Strategic Initiatives Department leads the development of appropriate strategic direction or change within the City's operations and business processes. This includes research into best practices, tools to support excellence in performance, new models for the delivery of services to citizens, and measurement of how well the City meets expectations. The Department also builds active relationships and new financial arrangements with other levels of government and private sector partners.

PERFORMANCE MEASURES

<i>PROGRAM INPUT MEASURES</i>		Revised Adopted 2009	Financial Plan 2010
154	Strategic Initiatives	479,630	522,480
210	Service Delivery	195,123	304,296
Total Net Operating Expenditures		674,753	826,776



PERFORMANCE MEASURES

	Actual 2008	Estimated 2009	Proposed 2010
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PROGRAM OUTPUTS

Creation of a new department
 Support the transitions of Civic Properties, Culture, Recreation and Parks into the new organizational structures
 Staff recruitment for a new department
 Development and publishing on the intranet a Corporate Services and Responsibilities map
 Initiated Phase I of a Corporate Priority Planning process
 Applying for and securing numerous grants from other levels of government
 Completion of the H2O project

PROGRAM OUTCOMES

Phase II Corporate Priority Planning process / Clear focused direction for all departments
 Internet deployment of the Service Request system / Improved citizen communication and service delivery in response to direct requests / Improved tracking of performance related to requests
 Conduct research and prepare applications for alternative funding sources for municipal programs and capital projects / Secure funding sources not previously obtained by the City
 Update and improve the Corporate Services and Responsibilities map / Improve communication and efficiency in routing work to appropriate departments
 Implement a Corporate Performance Excellence program / develop a culture of continuous improvement toward excellence
 Further development of the Municipal Reference Model for the City of Kelowna / Provide a clear rational framework to document municipal functions, responsibilities, and services, further supporting the corporate performance and performance measurement programs

EFFICIENCY MEASURES

CUSTOMER SATISFACTION

The Outcomes identified above result in improved delivery of services which ought to result in higher levels of citizen satisfaction.

INNOVATION AND LEARNING

Innovation and learning is required across the corporation, in order to achieve these results. The planning processes, service request system, municipal reference model, performance excellence program, and funding application are all based on the need for innovation and learning.



REVENUES / EXPENDITURES BY CATEGORY

	Revised 2009	Provisional 2010
<u>REVENUE</u>		
PROPERTY TAX	0	0
PARCEL TAX	0	0
FEES AND CHARGES	(5,627)	(5,627)
OTHER REVENUE	0	0
TRANSFERS FROM FUNDS		
Special (Stat Reserve) Funds	0	0
Development Cost Charges	0	0
Accumulated Surplus	(84,970)	0
TOTAL REVENUE	(90,597)	(5,627)
<u>EXPENDITURES</u>		
SALARIES AND WAGES	684,028	784,351
INTERNAL EQUIPMENT	8,280	8,280
MATERIAL AND OTHER	69,242	35,972
CONTRACT SERVICES	3,800	3,800
DEBT	0	0
RCMP CONTRACT	0	0
INTERNAL ALLOCATIONS	0	0
TRANSFER TO FUNDS		
Special (Stat Reserve) Funds	0	0
Development Cost Charges	0	0
Accumulated Surplus	0	0
TOTAL EXPENDITURES	765,350	832,403
NET OPERATING EXPENDITURES	674,753	826,776
<u>CAPITAL EXPENDITURES</u>		
GROSS EXPENDITURES	0	0
OTHER FUNDING SOURCES	0	0
TAXATION CAPITAL	0	0
NET OPERATING & TAX CAPITAL EXP.	674,753	826,776



Description of Program Changes	2010 Gross Cost Change	2010 Net Impact	2010 FTE
1) 2009 One-time Supplementals	(\$34,970)		
2) Annualized 2009 Budget Costs	\$157,120	\$157,120	1.0
3) Salary Adjustments	(\$6,797)	(\$6,797)	
4) Other Adjustments			
5) Departmental Adjustments	\$1,700	\$1,700	
6) 2010 Supplementals			
7) 2010 Expensed Project Supplementals			
8) 2010 Expenditure Reductions			
Total Changes for 2010	\$117,053	\$152,023	1.0

Unfunded 2010 Requests			
1) 2010 Supplementals	\$15,000	\$15,000	
2) 2010 Expensed Project Supplementals			
3) 2010 Expenditure Reductions			
Total Unfunded Requests for 2010	\$15,000	\$15,000	

Authorized F.T.E. Positions	Revised Adopted 2009	Financial Plan 2010
<i>Salaried</i>	6.0	7.0
<i>Hourly</i>		
<i>Contract</i>		

2010 Supplemental Request Summary

PROVISIONAL Budget

General Fund Summary

Page	Description	Gross Amount	Revenue	Funding Source	Taxation	Category
<u>Strategic Initiatives - Priority 2</u>						
E11	Sister City Program	15,000	-		15,000	ON-GOING
Department Priority 2 Totals		<u>15,000</u>	<u>0</u>		<u>15,000</u>	

2010 Supplemental Request Details

Division:	Strategic Initiatives	Priority:	2
Department:	Strategic Initiatives		
Branch:	Strategic Initiatives		ON-GOING
Description:	Sister City Program		EXPANDED

Justification:

Over the past year the City of Kelowna has continued to work with its three Sister City organizations to ensure that they function effectively. In 2009 Council supported a recommendation to create a program whereby the City would match revenues raised by each organization up to a maximum of \$2,500 to fund their administration and project expenses. This matching program was enthusiastically supported by all three organizations and they have asked that the funding continues.

A total of \$15,000 ongoing funding is being requested of which \$7,500 will be available for use by City Council to host visits from our Sister Cities and the remaining \$7,500 would be used for the annual matching program with the three Sister City organizations.

Existing Base Budget: \$2,500

Strategic Plan Objective:

A Healthy, Active Community

Consequences of not funding:

Organizations will be challenged to support administration and programming costs.

Account	2010	2011	2012
6640.154.1071.*.*.000.10.* Grant Expense	15,000	15,000	15,000
TOTAL COST ADDITION:	15,000	15,000	15,000