

Financial Planning Analysis Reporting System (FPARS)

The City's mandate for FPARS is the design and development of a mature financial planning process, powered by the implementation of a multi-year, performance-based budgeting system that will;

- Prioritize the allocation of scarce resources to City services and ensure that these resources are used as efficiently and effectively as possible to yield the service's intended results
- Accommodate fiscal prudence; maximize savings and provide more accountability to taxpayers.
- Establish a detailed justifiable three-year budget timeframe and will engage the public in setting priorities for how money should be spent
- Plan, analyze, approve and evaluate financial data while monitoring and reporting on performance
- Track and report performance measures including service level indicators with cost performance to assess efficiency and achieve City Council priorities
- Incorporate the use of analytical tools to permit sensitivity and scenario analysis that will track long-term service planning initiatives

Significant changes will be required to achieve a mature financial planning process and FPARS will be the catalyst that will influence how the City does business, utilizing best practices and maximizing SAP as the City's system of record. The FPARS Business transformation team will assist the City in developing new skill sets, securing required technology and establishing the proper mind set necessary to attain the desired results.

FPARS Vision

At the end of the FPARS project, Toronto's culture, systems and people will be better aligned to achieve even greater service and performance excellence. FPARS will deliver a common citizen-centric strategy, process, skills and tools for a multi-year budgeting, service-planning and performance management practices- improving decision-making at all levels.

FPARS Goal:

To implement this multi-year service-oriented business transformation vision, work is required to be completed to support the performance based culture around Planning, Budgeting, Approvals and Evaluation.

FPARS Objectives:

1. Formal establishment of Service Planning
2. Establish multi-year operating budget
3. Establish processes to organize performance and financial / HR data
4. Reporting of performance / results

FPARS will continue to partner with City divisions and agencies throughout 2011 to achieve a fully-operating mature and multi-year budgeting by 2013.

FPARS 2011

In 2011 the FPARS project successfully created the City of Toronto's official service inventory. Blessed by the City Manager and Deputy City Managers the approximately 178 services, 326 activities, 97 sub-activities and 2060 types were subject to review and subsequently approved during the 2011 Service Review Program. The service inventory represents the manner in which the divisions/ agencies have chosen to communicate their service out business model and is now the language used to describe and assess service delivery.

The FPARS program map workshops were essential towards the documentation of City services. The program maps, developed with each division and agency, consist of four components:

a) Program Map

The visual representation of the services, activities and sub activities used to reflect the current service output business model. For the division/ agency there is a mission statement and for the identified services there are purpose statements.

b) Service Profile

A detailed account of key service information such as client set, output delivered types, values statement, effectiveness measures, etc.

c) Type Profile

A detailed account of type information and the associated service standards and service levels.

d) Cost allocation

The percentage allocation of cost centres to the program map; the service view.

FPARS 2012

Now that we have successfully answered and documented the "What do we do?", the question now becomes "How well are we doing?". In response FPARS has begun work on their Enterprise Performance Management (EPM) initiative which will introduce a unified approach for identifying, monitoring and reporting on the key metrics deemed relevant for service performance assessment. The objective of EPM is to;

- a) Standardize and mature the City of Toronto's approach to managing results
- b) Establish a performance information system and monitoring framework to realize service goals

There are two components to EPM:

1. Performance Measurement

“The process of developing measurable indicators that can be systematically tracked to assess progress made in achieving predetermined goals.”

In 2011 FPARS will conduct EPM workshops and continue to work closely with the City to develop performance profiles for each division and agency. The performance profiles will identify, classify and align key metrics to the program map as well as capture the necessary data elements to develop divisional dashboards.

2. Performance Management

“Is the practice of organizing, integrating, automating, and analyzing business methodologies, processes, and systems to drive successful business performance.”

In 2012 FPARS will assist the City in selecting the most appropriate evaluation framework to assess the organization's current 'as is' state as well as to determine the desired 'to be' state. Each division will be evaluated and the comparison of the "as is" state against the "to be" state will highlight the areas of opportunities. A transition plan will then be developed to move the organization from the 'as is' state towards the 'to be' state.

The detailed information captured in 2011 will be maintained and leveraged to support 2012 and future endeavours and as such FPARS is developing a proper change management protocol. FPARS will continue to work closely with divisions and agencies as required.