

POLICY TITLE <i>Program Planning and Evaluation</i>	ADOPTED BY: <i>City Council</i>	EFFECTIVE DATE <i>Feb. 18, 1991</i>
ORIGIN/AUTHORITY <i>City Commissioner Report No. 6 - 1991</i>	CITY FILE NO. <i>CK 1600-1</i>	PAGE NUMBER <i>1 of 5</i>

1. **PURPOSE**

To ensure timely and cost-effective response to local problems and opportunities and to strengthen accountability over program performance through application of an orderly, systematic and formal program planning and evaluation process.

2. **DEFINITIONS**

2.1 **Program** - any activity or group of activities, and their related direct output(s), undertaken pursuant to a given objective. Programs are initiatives undertaken by the City in response to social, environmental, and economic problems, issues, concerns and opportunities in the community.

2.2 **Program Objective** - a statement of the impact (social, environmental, economic) that a program is designed to have on a known social, environmental or economic problem or opportunity in the community.

2.3 **Service Level** - a measurable statement of the quality and availability (i.e. response time, timeliness) of products and services provided by a program to a defined target group.

2.4 **Activities** - major work tasks and functions that collectively constitute a program.

3. **POLICY**

The City shall engage in an ongoing Program Planning and Evaluation Process that involves:

- Identifying, monitoring and evaluating risks, problems and opportunities in the community.
- Developing and implementing appropriate strategies (e.g. programs) in response to local

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threats, problems and opportunities.

- Developing and approving Program Overviews on all civic services.
- Measuring, monitoring, evaluating and reporting program performance and results/outcomes.

3.1 Program Documentation

All programs shall be documented in standard "program overview" format and will, upon approval, be placed in the City's Program Planning and Evaluation Manual.

3.2 Approval Process

All Program Overviews must be submitted to and shall, with the exception of those pertaining to services provided by civic Boards and Commissions, require the approval of City Council. **Such approval shall not constitute an ongoing commitment on the part of City Council to fund the applicable program(s) or service level(s).**

- a) Program Overviews pertaining to services provided by civic Boards and Commissions are subject to the approval of the applicable Board or Commission and will be tabled with City Council for information only.
- b) Permanent changes in program service levels require prior approval of City Council (or, in the case of programs provided by civic Boards and Commissions, the applicable Board or Commission). Approval may be obtained either during Budget Review or through separate submissions to City Council or the applicable Board or Commission.

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3.3 Performance Evaluation and Reporting

The performance of all civic programs shall be measured, monitored and evaluated on an ongoing basis. The results will be reported to City Council annually, through updates to the Program Overviews.

3.4 Program Rationalization

The continued relevance, validity and justification of programs administered by civic departments shall be examined and reported to City Council at least once every 5 years. The re-justification of programs administered by civic Boards and Commissions shall be at the complete discretion of the applicable Board or Commission.

3.5 Comprehensive Audit

Comprehensive Audits of programs administered by civic departments, Boards and Commissions shall be carried out on a cyclical basis, in accordance with City Policy No. C03-002 (Comprehensive Audit) for the purpose of providing an independent opinion on the extent to which programs are achieving their stated objectives and are being managed with due regard to economy, efficiency and effectiveness.

3.7 Relationship to Budget Process

The annual Budget Process shall be the primary forum for finalizing the Corporation's program and service level priorities through formal allocation of public funds among competing programs. The Program Planning and Evaluation Process supports the Budget Process through ongoing clarification of program objectives and service levels and the gathering and reporting of information on program performance/results.

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4. **RESPONSIBILITIES**

4.1 **City Council**

- a) Receive, consider and approve Program Overviews.
- b) Review and approve permanent changes in program service levels.
- c) Periodically receive and consider program re-justification reports, prepared in accordance with Section 3.4 of this Policy, and provide appropriate direction to the Administration.
- d) Annually receive, consider and approve the Corporate Audit Plan.
- e) Periodically receive and consider Comprehensive Audit Reports pertaining to audits of civic programs as per City Policy No. C03-002 on Comprehensive Audit.

4.2 **Civic Boards and Commissions**

- a) Receive, consider and approve Program Overviews.
- b) Review and approve changes in program service levels.

4.3 **Legislation and Finance Committee (Dealing with Audit Matters)**

- a) Annually receive, review, and refer the Corporate Audit Plan to City Council for approval.

4.4 **Standing Committees of Council**

- a) Review and provide City Council with comments and recommendations on program overviews pertaining to services administered by civic departments that fall under their respective jurisdictions.

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- b) Review and provide City Council with comments and recommendations on proposed changes in service levels pertaining to programs that fall under their respective jurisdictions.

4.5 Administration

- a) Prepare program overviews on all civic programs for City Council consideration and approval.
- b) Measure, monitor, and evaluate program performance on an ongoing basis.
- c) Annually update all Program Overviews.
- c) Re-justify all civic programs on a 5 year cycle.

4.5 Audit Services Department

- a) Issue audit opinions on the extent to which each Program Overview and any associated amendments provide a fair, reasonable and meaningful representation of the program, its rationale, service levels and performance indicators.
- b) Coordinate, publish and distribute all updates to the Program Planning and Evaluation Manual.
- c) Annually update the City's Corporate Audit Plan for approval of the City Commissioner and City Council.
- d) Conduct Comprehensive Audits of all civic programs in accordance with the approved Corporate Audit Plan and City Policy No. C03-002 on Comprehensive Audit.