

# Department — Corporate Services

## Introduction

Corporate Services plays an enabling role in almost every aspect of the City's operations and in the delivery of programs and services to Edmontonians.

The department provides expertise in the fields of law, information technology, contract management, procurement, human resources, fleet maintenance and optimization, municipal governance, customer information services, and corporate culture. As stewards for the organization, the department promotes and supports innovative business models and services, fulfilling an oversight role through designated officials, supporting sound decision-making and policy development.

Corporate Services's focus over the next three years is to continue to modernize how the department enables the delivery of services - focusing efforts on opportunities for automation, adopting new technologies and business models, and aligning services and processes to create value for the City.

Corporate Services's goal is to deliver on its commitments by being responsive, progressive, modern, embracing innovation to provide value to citizens and prudent civic administration in a time of economic uncertainty.

Further information regarding Corporate Services outcomes can be found in the [2016-2018 Business Plans](#).

BRANCHES AND PROGRAMS						
Corporate Procurement & Supply Services	Customer Information Services	Fleet Services	Human Resources	Information Technology	Law	Office of the City Clerk
Corporate Print and Mail Services	311	Fleet Operations	Corporate Culture Office	Applications	Corporate Security	Elections and Census
Procurement	Corporate Web Office	Municipal Fleet Maintenance	Corporate Safety and Disability Management	Corporate IT Services	Legal Services	Governance, Tribunals, Corporate Records, and Administration
Supply Chain Management	Inside Information	Transit Fleet Maintenance	Employee Service Centre	Infrastructure	Risk Management	
			Enterprise Learning	IT Administration		
			HR Consulting and Systems	Program Management and Corporate Initiatives		
			Recruitment			

## Department — Corporate Services

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In addition to a multidisciplinary group of branches, the department is home to the Corporate Culture Office. The Corporate Culture team is responsible for ensuring that the organization has the leadership capacity to enable the achievement of Council and City-wide objectives. The Corporate Culture Program and the Corporate Workforce Plan (2015-2020) work in tandem to address the emerging workforce: one which is engaged, demands effective leadership and collaborative workplaces to deliver a high-performing and citizen-centric focus in service delivery.

Also within the Office of the General Manager, the Corporate & Departmental Initiatives team is leading the City's Open City Initiative. This team stewards the City's Open Data catalogue, works to increase broadband coverage for Edmontonians across the City, is introducing tools and technologies to enhance public engagement and consultation, and also oversees the department's Modernization Agenda. Corporate & Departmental Initiatives includes the Analytics Centre of Excellence, whose work across the organization is using data and analytics techniques to improve decision-making and policy development. In recognition of Open City and Open Data efforts, the City of Edmonton received the *2015 Canadian Open Data Award*, and was named #1 on the Public Sector Digest Open Cities Index 2015.

In the 2016 - 2018 period, the Open City Initiative will be focused on the following:

**LRT WiFi (2016):** Open City will enhance broadband access in the community by expanding WiFi on LRT platforms and stations, as well as working with providers to extend cellular coverage along the LRT system.

**Advanced Analytics (2016-18):** The City is already seeing the possibilities of data analytics in the release and analysis of census data, crime statistics and contributing factors to local poverty. Forecasting, advanced analytics and business intelligence are emerging as enablers of evidence-based policies and strategies, and their application to City services and strategies will continue to grow.

**Metro Edmonton Open Data Collaboration (2016):** Open City will facilitate collaboration with administrative leaders of various municipalities, counties, post-secondary institutions, public sector organizations and law enforcement agencies to explore and expand Open Data and launch the *Metro Edmonton Open Data Portal*.

For the first time in several years, the department and the corporation as a whole, are preparing to respond to a period of economic uncertainty. With a focus on continued modernization, Corporate Services will look to service improvements, cost savings and the deployment of new technologies and processes to make the most efficient use of resources while delivering high quality and responsive service to the corporation and citizens alike.

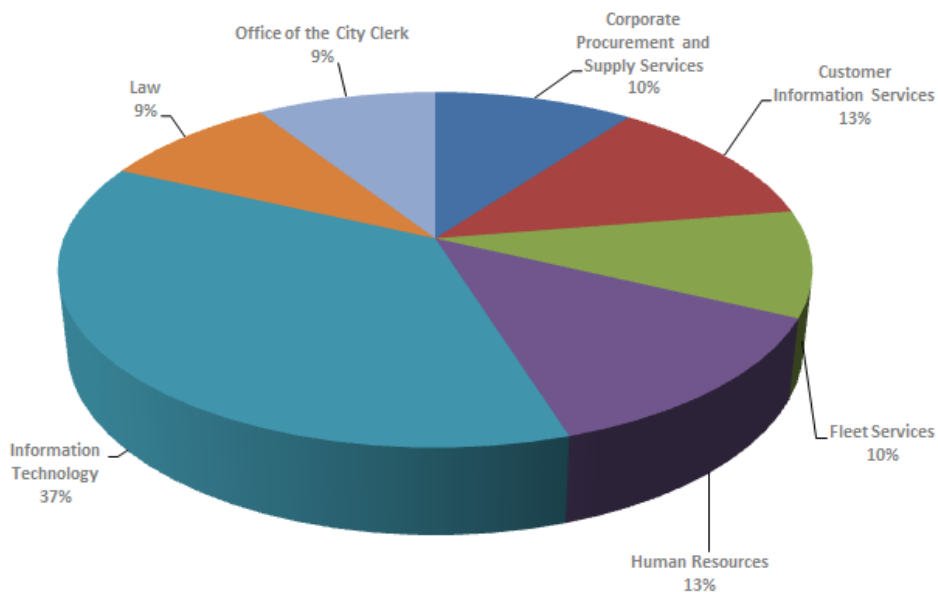


## Department — Corporate Services

### Approved 2016-2018 Budget – Department Summary by Branch

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Corporate Procurement and Supply Services	\$404	\$376	\$293	\$322	\$332	\$342
Customer Information Services	-	-	-	-	-	-
Fleet Services	11,212	10,879	11,511	11,823	12,039	12,238
Human Resources	26	3	-	-	-	-
Information Technology	1	-	-	-	-	-
Law	43	2	-	-	-	-
Office of the City Clerk	1,940	735	733	733	2,333	733
<b>Total Revenue &amp; Transfers</b>	<b>\$13,626</b>	<b>\$11,995</b>	<b>\$12,537</b>	<b>\$12,878</b>	<b>\$14,704</b>	<b>\$13,313</b>
<b>Expenditure &amp; Transfers</b>						
Corporate Procurement and Supply Services	9,283	10,132	11,920	12,366	12,774	13,255
Customer Information Services	13,690	14,184	14,323	14,851	15,284	15,770
Fleet Services	8,780	10,292	11,511	11,823	12,039	12,238
Human Resources	10,278	11,889	15,074	15,886	16,441	16,631
Information Technology	41,656	39,051	42,042	43,934	45,836	47,774
Law	8,958	9,550	10,580	10,931	11,167	11,458
Office of the City Clerk	12,460	10,586	10,943	11,633	13,653	12,013
<b>Total Expenditure &amp; Transfers</b>	<b>\$105,105</b>	<b>\$105,684</b>	<b>\$116,393</b>	<b>\$121,424</b>	<b>\$127,194</b>	<b>\$129,139</b>
<b>Net Operating Requirement</b>	<b>\$91,479</b>	<b>\$93,689</b>	<b>\$103,856</b>	<b>\$108,546</b>	<b>\$112,490</b>	<b>\$115,826</b>

### Expenditures by Branch 2016 - 2018



## Department — Corporate Services

### Approved 2016-2018 Budget - Department Summary By Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$13,520	\$11,992	\$12,537	\$12,878	\$14,704	\$13,313
Grants	106	3	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$13,626</b>	<b>\$11,995</b>	<b>\$12,537</b>	<b>\$12,878</b>	<b>\$14,704</b>	<b>\$13,313</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	165,401	170,840	183,000	192,529	199,413	204,972
Materials, Goods & Supplies	91,214	90,222	95,430	91,655	94,732	93,792
External Services	31,029	30,984	20,862	25,361	26,578	26,899
Fleet Services	131	136	133	190	191	206
Intra-municipal Services	12,571	10,377	4,138	4,569	4,714	4,785
Utilities & Other Charges	29,917	30,986	11,813	11,955	12,102	12,243
Transfer to Reserves	1,077	701	21,747	24,815	25,664	26,097
Subtotal	331,340	334,246	337,123	351,074	363,394	368,994
Intra-Municipal Recoveries	(48,586)	(46,547)	(38,116)	(41,878)	(42,788)	(43,569)
Fleet Recoveries	(177,649)	(182,015)	(182,614)	(187,773)	(193,411)	(196,287)
<b>Total Expenditure &amp; Transfers</b>	<b>\$105,105</b>	<b>\$105,684</b>	<b>\$116,393</b>	<b>\$121,424</b>	<b>\$127,194</b>	<b>\$129,139</b>
<b>Net Operating Requirement</b>	<b>\$91,479</b>	<b>\$93,689</b>	<b>\$103,856</b>	<b>\$108,545</b>	<b>\$112,491</b>	<b>\$115,825</b>
<b>Full-time Equivalents</b>	1,771.6	1,780.6	1,820.1	1,832.7	1,836.7	1,837.7

\*\*Further budget details are provided at the branch level

# Branch - Corporate Procurement and Supply Services

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## Introduction

The Corporate Procurement and Supply Services Branch is the supply chain management and tendering authority for the City of Edmonton and Edmonton Police Service. The branch is responsible for delivering a range of business services to the organization including procurement, inventory management and distribution, mail processing and digital printing. The branch acts as an enabler toward *Building a Great City* by delivering quality services and providing expert advice that allows City departments to meet their business goals and citizen service expectations. The branch contributes directly or indirectly to many of the strategic goals and outcomes identified in *The Way Ahead* and the six Ways plans.

Given the current economic environment, the branch understands the need for fiscal restraint and the responsible stewardship of resources. Care has been taken to demonstrate this prudence in developing this 2016-18 operating budget. The branch continues to focus on the modernization of its core services and business processes by pursuing innovative technologies and business practices, demonstrating a commitment to continuous improvement, and by leveraging our greatest asset - our people, through ongoing talent development, succession planning and employee engagement.

Branch employees bring specialized skills, a strong understanding of client business needs and objectives and deep knowledge of industry best practices to the delivery of services that are efficient, cost effective and valued by our customers. The branch also continues to enhance practices that promote positive environmental, social and local economic development outcomes through the City's sustainable purchasing program.

In 2015, the City of Edmonton received the prestigious national *Supply Chain Excellence Award* for the innovative procurement process developed for the downtown lease accommodations project, which resulted in the new Edmonton Civic Tower building and secured commitments to significant additional downtown development. In addition, the City also received the *Award of Excellence in Procurement* in 2015. This award recognizes organizations that demonstrate procurement excellence by meeting or exceeding criteria set each year to reflect public procurement best practice. This is the 16<sup>th</sup> consecutive year that the City has achieved this award. These awards are further demonstration that the City of Edmonton is seen as a leader for its professional and innovative procurement and supply chain practices.



# Branch - Corporate Procurement and Supply Services

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## Positive Change - Innovation & Continuous Improvement

Corporate Procurement and Supply Services has identified the following innovation and continuous improvement initiatives that will be pursued over the 2016-2018 period:

**Category Management (2016):** Category Management represents a significant shift in how the City plans for and executes procurement in its major spend categories. It uses concepts such as strategic sourcing, lifecycle costing, demand management, process improvements, and performance measurement to optimize the City's procurement processes. Two Category Management pilots in the Design & Construction area will be initiated in 2016.

**Supplier Performance Program (2016):** The supplier performance program will provide a formalized and defensible means of rating supplier performance on projects; rewarding strong performers while protecting the City from poor performing suppliers. This corporate program is scheduled to launch on January 1, 2016 and will apply to all construction-related consultants and contractors, representing over \$500 million in annual spend.

**Electronic Bidding (2016):** Electronic bidding capabilities will enable the City to more effectively manage the submission and evaluation of bids and proposals received through open procurement processes. Through electronic bidding, the City will significantly reduce the number of non-compliant bids received, eliminate the processing and storage of hard copy bids and proposals and facilitate online electronic bid evaluation processes.

**Procurement Process Automation (2016-2018):** The pursuit of enabling technologies will improve the efficiency and effectiveness of the City's end-to-end procurement/contract/payment processes while increasing capacity within existing staff.

**Procurement Document Modernization (2016-2018):** Procurement document modernization for all competitive bidding (tender/RFx) templates and standard contract documents will increase capacity by reducing processing times for tender/RFP and contract document development. It is also expected to attract greater competition on City procurements while continuing to protect the City's interests.

**Supply Chain Management Innovations (2016-2018):** Inventory management innovations will be achieved through technology enhancements aimed at increasing capabilities for inventory analytics, demand forecasting and supplier on-time delivery monitoring.

# Branch - Corporate Procurement and Supply Services

## Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$404	\$376	\$293	\$322	\$332	\$342
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$404</b>	<b>\$376</b>	<b>\$293</b>	<b>\$322</b>	<b>\$332</b>	<b>\$342</b>
<b>Expenditure &amp; Transfers</b>						
Corporate Print and Mail Services	724	921	1,168	1,221	1,360	1,509
Procurement	3,543	3,801	3,588	4,144	4,234	4,341
Supply Chain Management	5,016	5,410	7,163	7,001	7,180	7,405
<b>Total Expenditure &amp; Transfers</b>	<b>\$9,283</b>	<b>\$10,132</b>	<b>\$11,920</b>	<b>\$12,366</b>	<b>\$12,774</b>	<b>\$13,255</b>
<b>Net Operating Requirement</b>	<b>\$8,879</b>	<b>\$9,756</b>	<b>\$11,627</b>	<b>\$12,044</b>	<b>\$12,442</b>	<b>\$12,913</b>
<b>Full-time Equivalents</b>	149.0	149.0	154.0	159.0	159.0	159.0



# Branch - Corporate Procurement and Supply Services

## Approved 2016-2018 Budget - Branch Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$404	\$376	\$293	\$322	\$332	\$342
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$404</b>	<b>\$376</b>	<b>\$293</b>	<b>\$322</b>	<b>\$332</b>	<b>\$342</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	11,788	12,364	13,398	14,401	14,822	15,296
Materials, Goods, and Supplies	812	1,021	1,262	1,288	1,270	1,261
External Services	870	1,392	652	862	1,046	1,188
Fleet Services	114	121	119	174	175	190
Intra-municipal Charges	415	477	58	190	194	197
Utilities & Other Charges	305	292	391	395	394	394
Transfer to Reserves	-	-	-	-	-	-
Subtotal	14,304	15,667	15,880	17,310	17,901	18,526
Intra-municipal Recoveries	(5,021)	(5,535)	(3,960)	(4,944)	(5,127)	(5,271)
<b>Total Expenditure &amp; Transfers</b>	<b>\$9,283</b>	<b>\$10,132</b>	<b>\$11,920</b>	<b>\$12,366</b>	<b>\$12,774</b>	<b>\$13,255</b>
<b>Net Operating Requirement</b>	<b>\$8,879</b>	<b>\$9,756</b>	<b>\$11,627</b>	<b>\$12,044</b>	<b>\$12,442</b>	<b>\$12,913</b>
<b>Full-time Equivalents</b>	149.0	149.0	154.0	159.0	159.0	159.0



# Branch - Corporate Procurement and Supply Services

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## Budget Changes for 2016-2018

(\$000)

### Revenue & Transfers - Changes

Revenue increases for 2016-2018 have been adjusted for inflation.

### Expenditures & Transfers - Changes

#### Personnel

There are increases in 2016-2018 of \$1,003, \$421 and \$474 to account for approved cost of living adjustments, movement towards job rate, benefits changes and service package impacts. The funded service packages include personnel costs of \$480 in 2016. This amount is offset by Intra-municipal Recoveries.

#### Materials, Goods, and Supplies

Inflationary increases are offset by Innovation and Continuous Improvement program savings.

#### External Services

There are 2016-2018 adjustments to courier costs to align budgets with actual expenditure trends and account for increases to delivery volumes and costs.

#### Fleet Services

Fleet services charges reflect an increase in maintenance charges partially offset by fuel price savings.

#### Intra-municipal Charges

There are 2016-2018 increases in estimated building maintenance and staff support requirements.

#### Utilities & Other Charges

No significant change.

#### Intra-municipal Recoveries

Recoveries are increasing in 2016 by \$480 as an offset to the funded service packages identified in the Personnel section. Shared service recoveries are increasing by \$375 over 2016-2018 to reflect estimated demand from utilities and enterprises. Digital Print Centre recoveries are increasing by \$420 over 2016-2018 to reflect estimated increases in demand. The remainder of the increases are attributable to inflation.

### Full-Time Equivalents - Changes

FTE increase of 5.0 in 2016-2018 is related to the funded service packages. This includes 3.0 FTEs to support the growth in the number of capital construction procurements as outlined in the 2015-2018 Approved Capital Budget. 2.0 FTEs for Drainage Services to support the planned growth in construction within the Drainage Services Branch.

# Branch - Corporate Procurement and Supply Services

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Corporate Print and Mail Services

#### Results to be Achieved

The Digital Print Centre (DPC) provides a full range of professional corporate print services, including pre-press services, colour and black and white production printing, inserting and finishing services.

The Mail Services unit is responsible for the processing and distribution of over 6.5 million pieces of metered (Canada Post) and inter-office mail to more than 155 City offices and facilities across the city.

#### Cost Drivers

- Number of print orders and volumes
- Mail volumes, schedule needs of clients and number of delivery locations

#### Policy and/or Legislation

N/A

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$68	\$61	\$57	\$57	\$57	\$57
Expenditures & Transfers	2,011	2,278	2,228	2,569	2,797	2,989
Subtotal	1,943	2,217	2,171	2,512	2,740	2,932
Intra-Municipal Recoveries	(1,287)	(1,357)	(1,060)	(1,348)	(1,437)	(1,480)
Net Operating Requirement	\$656	\$860	\$1,111	\$1,164	\$1,303	\$1,452
Full-Time Equivalents	20.0	18.0	18.0	18.0	18.0	18.0

#### 2015 Services

In 2015 Digital Print Centre and Mail Services has provided the following services:

- DPC will deliver over 12 million print images and mail insertions. Services include: colour and black and white printing, wide format printing, and inserting and finishing services.
- Mail Services will handle over 6.5 million pieces of mail delivered to over 155 City offices and facilities.

#### Changes in Services for 2016 - 2018

In 2016-2018 the DPC will continue to expand service offerings in areas that provide value for the City (e.g., Parking violation ticket printing) and Mail Services will be expanding mail routes to serve new City facilities. The branch is also working with the Civic Accommodation Transformation project team to determine the most efficient and cost effective service approach for the Edmonton Civic Tower.

# Branch - Corporate Procurement and Supply Services

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Procurement

#### Results to be Achieved

The Corporate Procurement section is the delegated tendering authority for the City of Edmonton, providing a full range of professional procurement services, including procurement planning and advisory services, Tender/Request for Proposal management, contract negotiation and purchase order/contract preparation.

#### Cost Drivers

- Volume of procurements, contracts and purchase orders required
- Complexity and time-sensitivity of projects

#### Policy and/or Legislation

City Administration Bylaw 12005, Procurement policies and directives, Inter-provincial trade agreements

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$1	-	-	-	-	-
Expenditures & Transfers	4,451	4,930	4,482	5,251	5,362	5,495
Subtotal	4,450	4,930	4,482	5,251	5,362	5,495
Intra-Municipal Recoveries	(908)	(1,129)	(894)	(1,107)	(1,128)	(1,154)
Net Operating Requirement	\$3,542	\$3,801	\$3,588	\$4,144	\$4,234	\$4,341
Full-Time Equivalents	42.0	41.0	42.0	47.0	47.0	47.0

### 2015 Services

In 2015, the Corporate Procurement Section is providing the following services:

- Corporate procurement policy and program development
- Spend data analysis & reporting, procurement planning and advisory services
- Tender / Request for Proposal management
- Contract negotiation
- Purchase order / contract preparation
- Implementation of the Supplier Performance Program for construction-related consultants and contractors

### Changes in Services for 2016 - 2018

Corporate Procurement service demand is expected to increase from 2015 levels to support growing operating and capital budgets and programs. Additional procurement resources are being added to support the effective delivery of the City's 2015-2018 Capital Program.

In 2016 and beyond, the Procurement section will continue to pursue a comprehensive modernization agenda:

- Continue looking for ways to increase competitive tendering and optimizing procurement outcomes
- Pursue new procurement approaches to stay aligned with leading practices
- Leverage beneficial technologies to improve efficiency and effectiveness of services
- Implement changes to City's procurement control framework and governance model
- Enhance tender and procurement reporting and data analytics to support transparency and decision making

# Branch - Corporate Procurement and Supply Services

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Supply Chain Management

#### Results to be Achieved

The Supply Chain Management section is responsible for delivering inventory management and distribution services that support all City departments and operations. The section consists of warehousing / stores operations, parts sourcing, management and distribution, customs, surplus disposal services and emergency logistics. Annually, the supply chain section manages inventory valued at over \$20 million with an average turnover rate of 3.53 per year.

#### Cost Drivers

- Demand for stocked parts, equipment and consumable items required by all City departments
- Cost of parts (inflation and currency fluctuations)

#### Policy and/or Legislation

Provincial Occupational Health & Safety and Environmental legislation.

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$335	\$315	\$236	\$265	\$275	\$285
Expenditures & Transfers	7,714	8,458	9,170	9,490	9,742	10,043
Subtotal	7,379	8,143	8,934	9,225	9,467	9,758
Intra-Municipal Recoveries	(2,698)	(3,048)	(2,007)	(2,489)	(2,562)	(2,638)
Net Operating Requirement	\$4,681	\$5,095	\$6,927	\$6,736	\$6,905	\$7,120
Full-Time Equivalents	87.0	90.0	94.0	94.0	94.0	94.0

#### 2015 Services

In 2015, the Supply Chain Management section will continue to deliver warehousing / stores operations, parts management and distribution, including maintaining an inventory of products that are available to support emergency logistics.

Services are delivered through a central stores warehouse as well as numerous dedicated client inventory stores locations (e.g., LRT, Drainage, Roads, etc).

#### Changes in Services for 2016 - 2018

In 2016-2018 the Supply Chain Management section will:

- Continue to roll out inventory forecasting and supply chain automation
- Continue to work with key clients to improve demand planning so that the right items are available when needed to support efficient City operations
- Plan and implement efficient warehousing and stores locations within new facilities coming onstream
- Work closely with key suppliers to improve on-time deliveries and identify cost-saving opportunities
- Provide expertise to departments to help them improve their inventory management practices

# Branch - Corporate Procurement and Supply Services

**Program - Corporate Procurement**  
**Title - Growth positions for Capital procurement**

**Operating Impacts of Capital  
Funded  
On-going**

## Results to be Achieved

This service package will aim to achieve the following results:

- Meet growing service demands in Roads, Facility & Landscape Infrastructure and other capital-intensive Branches
- Support the administrative requirements related to the implementation and ongoing maintenance of the City's supplier performance evaluation program (launching Jan 1, 2015)

## Description

To support the growth in the number capital construction procurements as outlined in the 2015-2018 Capital Budget, additional resources are required to maintain existing service levels.

This service package is for three permanent procurement FTEs in 2016. These positions represent a cost of \$0.3M annually which will be fully funded through the City's capital program.

## Justification

The approved 2015-2018 tax supported Capital program represents an average annual infrastructure investment increase of 16.7% over 2012-2014 levels (to over \$479M/yr.), representing an average annual budget increase of over \$150M to support growth projects and renewal programs ranging from roads, neighbourhood renewal, facilities, fleet and information technology. Through discussions with senior management from key design and construction Branches, additional procurement resources have been identified as required in order to ensure timely procurement services to support existing and future service level needs.

Current procurement resource levels are unable to sustain the increased procurement service levels required by departments to successfully meet project/program schedule expectations and the increased effort required to effectively monitor supplier performance on design and construction contracts. Without these additional resources, service levels and procurement timelines will be impacted in all client areas, which may put project schedules at risk. Given the seasonality of construction activities, and the need for timely procurement services, not funding these positions could have a significant impact on the delivery of the City's capital program.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	3.0	-	-	-	-	-	-	-	-
Total	-	-	-	3.0	-	-	-	-	-	-	-	-

# Branch - Corporate Procurement and Supply Services

## Program - Procurement Title - Growth positions for Drainage Services

## Operating Impacts of Capital Funded On-going

### Results to be Achieved

This service package will aim to achieve the following results:

- Meet growing service demands for construction related procurement in the Drainage Services Branch
- Support the administrative requirements related to the implementation and ongoing maintenance of the City's supplier performance evaluation program

### Description

This service package will address the significant growth planned in the Drainage Services Branch to support the ongoing investments in Drainage Infrastructure, flood prevention programs, etc. Additional resources are required to maintain existing service levels into the future based on anticipated service demand.

This service package is for two permanent procurement positions. The package will be fully funded through shared service recoveries with \$0.18M charged to the Drainage Utility.

### Justification

Drainage Services has identified significant and long-term growth in investment approved by City Council for the maintenance and replacement of aging drainage Infrastructure assets and to support increased flood mitigation strategies. Average annual infrastructure investment levels for the 2015-2018 period have increased by 32% over 2012-14 levels (to \$183M/yr). Through discussions with Drainage senior management, additional procurement resources have been identified as required in order to ensure timely procurement services to support existing and future service level needs.

Current procurement resource levels are unable to sustain the increased procurement service levels required by departments to successfully meet project/program schedule expectations and the increased effort required to effectively monitor supplier performance on design and construction contracts. Without these additional resources, service levels and procurement timelines will be impacted in all client areas, which may put project schedules at risk. Given the seasonality of construction activities, and the need for timely procurement services, not funding these positions could have a significant impact on the delivery of the City's capital program.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	2.0	-	-	-	-	-	-	-	-
Total	-	-	-	2.0	-	-	-	-	-	-	-	-



# Branch - Customer Information Services

## Introduction

Customer Information Services connects citizens with their City through a variety of communication channels. With over 2 million interactions with citizens annually, 311 provides 24-hour access to City of Edmonton information, programs and services. As the service continues to evolve, the *Open311* channel will give residents innovative online tools to make and track service requests, enabling better ways to collaborate with their neighbours to take action to improve their communities.

Citizens use *edmonton.ca* as their primary channel for information and services with over 11 million annual visitors accessing the vast array of information and tools available. The self-service web channel continues to be modernized to deliver a common experience that evolves with flexible technology solutions to meet the growing demands of users. Inside Information and the *onecity* internal website are evolving and improving to provide City employees with the information and services needed to build a great city.

The branch operating budget for 2016-18 is intended to deliver and meet the service levels in support of citizen and business unit service delivery expectations. The majority of the branch budget is for salaries and benefits to support all of its program areas. With a focus on self-service and modernized service delivery, Customer Information Services is confronting uncertain economic conditions with a budget that is being held to the projected salary and wage inflation changes for 2016-18.





# Branch - Customer Information Services

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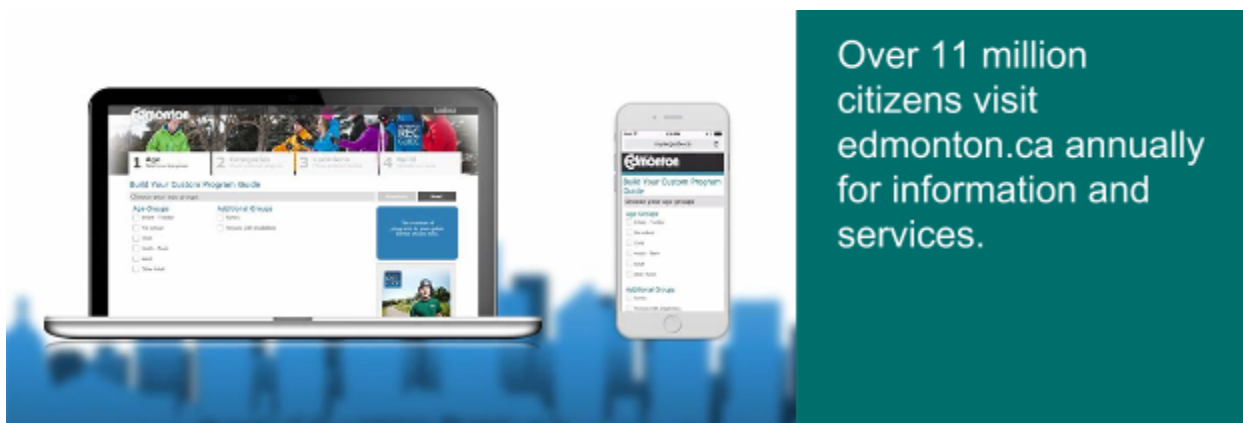
## Positive Change - Innovation & Continuous Improvement

Customer Information Services is planning the following Positive Change Initiatives to improve customer service and build capacity to maintain service levels:

**Modernize Web Environment** (2017-2018): Implement edmonton.ca website redesign and ensure content is more accessible and user-friendly by reorganizing content; updating the 'look and feel' and providing a modern search platform. The redesign will deliver a responsive design to improve the mobile formatting and reflect citizens' changing preferences on how they want to be served.

**Modernize Call Centre Tools** (2016-2017): Update call centre tools and Customer Relationship Management technologies to maintain industry-leading performance and functionality that reflects the growing service expectations in a multi-channel environment. Use tools to drive towards greater use of reporting, metrics and analytics to understand performance and trends.

**CLASS Replacement** (2017-2018): Led by Community Recreation Facilities, the CLASS program booking system will be replaced in the coming years. The branch will partner in this project so that the new online services will improve 311 and web channel experience.



## Branch - Customer Information Services

### Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$-	\$-	\$-	\$-	\$-	\$-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
311	10,570	10,960	10,908	11,301	11,672	12,078
Corporate Web Office	904	824	881	895	913	935
Inside Information	2,216	2,400	2,534	2,655	2,699	2,757
<b>Total Expenditure &amp; Transfers</b>	<b>\$13,690</b>	<b>\$14,184</b>	<b>\$14,323</b>	<b>\$14,851</b>	<b>\$15,284</b>	<b>\$15,770</b>
<b>Net Operating Requirement</b>	<b>\$13,690</b>	<b>\$14,184</b>	<b>\$14,323</b>	<b>\$14,851</b>	<b>\$15,284</b>	<b>\$15,770</b>
<b>Full-time Equivalents</b>	192.1	192.1	192.1	192.1	192.1	192.1

## Branch - Customer Information Services

### Approved 2016-2018 Budget - Branch Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$-	\$-	\$-	\$-	\$-	\$-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	13,278	14,196	14,807	15,622	16,140	16,698
Materials, Goods, and Supplies	315	346	383	381	352	337
External Services	132	142	223	223	223	223
Intra-municipal Charges	447	390	437	458	465	472
Utilities & Other Charges	285	256	248	248	248	248
Transfer to Reserves	1,077	700	-	-	-	-
Subtotal	15,534	16,030	16,098	16,932	17,428	17,978
Intra-municipal Recoveries	(1,844)	(1,846)	(1,775)	(2,081)	(2,144)	(2,208)
<b>Total Expenditure &amp; Transfers</b>	<b>\$13,690</b>	<b>\$14,184</b>	<b>\$14,323</b>	<b>\$14,851</b>	<b>\$15,284</b>	<b>\$15,770</b>
<b>Net Operating Requirement</b>	<b>\$13,690</b>	<b>\$14,184</b>	<b>\$14,323</b>	<b>\$14,851</b>	<b>\$15,284</b>	<b>\$15,770</b>
<b>Full-time Equivalents</b>	192.1	192.1	192.1	192.1	192.1	192.1

# Branch - Customer Information Services

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## Budget Changes for 2016-2018

(\$000)

### Revenue & Transfers - Changes

No changes to Revenue & Transfers.

### Expenditures & Transfers - Changes

#### Personnel

There is a 2016-2018 increase of \$615, \$518, and \$558 respectively to account for approved cost of living adjustments, movement towards job rate, and benefit changes. 2016 Personnel discounting has been reduced by \$200 to reflect historic expenditure trends.

#### Materials, Goods, and Supplies

Reductions of \$46 over 2016-2018 are attributable to contributions towards the Innovation and Continuous Improvement Program.

#### External Services

No changes.

#### Intra-municipal Charges

There are 2016-2018 adjustments of \$35 to align budgets with actual expenditure trends and commitments. The majority of these increases are related to employee parking.

#### Utilities & Other Charges

No changes.

#### Intra-municipal Recoveries

Shared service recoveries from the Current Planning Branch are increasing by \$229 in 2016 due to increasing 311 contact volumes. The remainder of the recovery increase relates to shared service recoveries from the Waste \$44 and Drainage \$34 utilities. An inflationary increase has been applied to shared service recoveries for 2017 and 2018.

### Full-Time Equivalents - Changes

No changes to Full Time Equivalents.

# Branch - Customer Information Services

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - 311

#### Results to be Achieved

311 provides citizens with a single point of contact for City of Edmonton information, programs, and services 24-hours a day, 365 days of the year. 311 agents offer personalized services to citizens including program registrations, transit trip planning, inspection bookings and numerous other services. 311 is an accessible and well used channel through which citizens and the City can communicate directly.

#### Cost Drivers

- Total contacts (number of calls, emails, app and in person visits)
- Unplanned events
- Program additions and changes in services

#### Policy and/or Legislation

N/A

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	11,821	12,134	12,074	12,683	13,096	13,545
Subtotal	11,821	12,134	12,074	12,683	13,096	13,545
Intra-Municipal Recoveries	(1,251)	(1,174)	(1,166)	(1,382)	(1,424)	(1,467)
Net Operating Requirement	\$10,570	\$10,960	\$10,908	\$11,301	\$11,672	\$12,078
Full-Time Equivalents	150.1	150.1	150.1	150.1	150.1	150.1

#### 2015 Services

- 311 is forecasting to handle 2.19 million contacts in 2015 and provide a telephone response time of less than 25 seconds to citizens. Support for events, demand for City services and population growth have kept the level of demand for 311 services consistent in 2015.
- 311 will manage an estimated 1 million transit related requests, which is consistent with previous years. As transit ridership continues to grow, citizens are choosing self-service tools as their predominant way to obtain transit information.
- In its first year of operation, the Edmonton 311 App was downloaded over 17,000 times and citizen's submitted over 9,000 service requests.
- Supporting The Way We Live, 311 will manage over 300,000 inquiries for program registration and information on City attractions and recreation facilities.
- In 2015, the City released the 311 Explorer map-based tool that enables citizens to explore concerns reported to 311 on public property. Citizens can filter, search and create heat maps to see concentration of reports.

#### Changes in Services for 2016 - 2018

- With a focus on modernizing self-service channels, 311 contact volumes will continue to stabilize as the City promotes these new and improving service options.
- Enhance knowledge tools, training and coaching practices to maintain the already high levels of customer service.
- Develop reporting and performance dashboards through Open Data to support corporate oversight.
- Continue to partner with the business areas to help advance best practices in service delivery through the use of analytics and citizen feedback.

# Branch - Customer Information Services

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Corporate Web Office

#### Results to be Achieved

The Corporate Web Office is responsible for the governance, publishing, and continuous improvement of all of the City's websites. The office coordinates the design, structure, and content for the City's websites including edmonton.ca which provides citizens self-service access 24 hours a day, 7 days a week, 365 days a year. The success of the website hinges on keeping its content relevant, accurate and up to date.

#### Cost Drivers

- Events
- Program additions
- Changes in the scope of services

#### Policy and/or Legislation

N/A

#### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	1,005	948	960	980	1,001	1,025
Subtotal	1,005	948	960	980	1,001	1,025
Intra-Municipal Recoveries	(101)	(124)	(79)	(85)	(88)	(90)
Net Operating Requirement	\$904	\$824	\$881	\$895	\$913	\$935
Full-Time Equivalents	7.6	7.6	7.6	7.6	7.6	7.6

#### 2015 Services

- The Web Office is forecasted in 2015 to review and publish more than 35,000 changes to the over 9,200 web pages on the City's websites.
- The projected number of visits to the web for 2015 is 11.8 million, an increase of 5%. It is anticipated that the ETS Trip Planner will be accessed on the web over 4 million times.
- The Web Office continues to work with other business areas to renew content sections including the Mayor's Office, Edmonton Transit and Citylab. In total, over 100 different areas and elements were upgraded in 2015 to keep the sites up to date and relevant.

#### Changes in Services for 2016 - 2018

- Implement redesign of *edmonton.ca* - the City website - to reflect a modern self-service experience and to ensure information and services are more accessible and user friendly. The redesign will provide a responsive design to improve the mobile formatting and reflect the citizens' changing preferences.
- With the introduction of a responsive design, visits to the website are forecasted to increase 3% per year. Volumes are expected to reach 12 million visits for 2016.
- The website will continue to be modernized with an improved search platform reflecting current trends and industry standards.
- The Web Office will work with the City business units to continue to update features, structure, content and styles to ensure the sites remain current and relevant.

# Branch - Customer Information Services

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Inside Information

#### Results to be Achieved

Inside Information is the employee one-stop contact centre, providing employees with information and services needed to carry out their job requirements. From obtaining a City identification card or a City drivers permit to ordering a new PC or fixing a computer issue, Inside Information provides a wide range of services to City employees.

#### Cost Drivers

- Number of City employees, staff movement, and temporary staff utilization
- Unplanned events
- Program additions and changes in scope of services can also drive increased volumes

#### Policy and/or Legislation

Drivers Permits - *Alberta Traffic Safety Act*; Administrative Directive/Procedure A1416A, Operating City Vehicles and Equipment; Security Cards - Administrative Directive/Procedure A1434B, Wearing of Corporate Identification Cards.

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	2,708	2,948	3,064	3,269	3,331	3,408
Subtotal	2,708	2,948	3,064	3,269	3,331	3,408
Intra-Municipal Recoveries	(492)	(548)	(530)	(614)	(632)	(651)
Net Operating Requirement	\$2,216	\$2,400	\$2,534	\$2,655	\$2,699	\$2,757
Full-Time Equivalents	34.4	34.4	34.4	34.4	34.4	34.4

#### 2015 Services

- Inside information is forecasted to handle 205,000 service requests in 2015, a 5% increase over 2014.
- Front counter services, including Corporate ID cards and City driver permits as well as requests for physical access to City facilities via security access cards, will again total over 14,000 service requests in 2015.
- The IT Help Desk service provides employees with help for their computer problems, and a place to request new hardware and software that they require to perform their job responsibilities. The Help Desk is forecast to handle more than 75,000 requests in 2015, which is an 8% increase over 2014.

#### Changes in Services for 2016 - 2018

- The projected volume for 2016 is 205,000 contacts. This will be offset with modernization through business process improvements and automation, and increased self-service options.
- Inside Information will coordinate with IT and client departments in the introduction of new technology and systems to ensure minimal impact while maintaining service standards.
- Partner with internal business areas to build on the services available through self-service channels.



# Branch - Fleet Services

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## Introduction

The City of Edmonton's Fleet Services Branch is one of the largest integrated municipal fleet operations in Canada. Fleet Services ensures that over 5,000 City vehicles, transit buses and essential City operations equipment are well-maintained, safe, and reliable for use on a daily basis. Managing a fleet and associated infrastructure that is valued at over \$600 million, Fleet Services is the City's experts in vehicle and equipment procurement, maintenance, fleet engineering, fabrication services, fuel management and fleet safety. The branch ensures all the City's fleet and equipment needs are addressed through capital planning, engineering, procurement, client and vendor relationships, training, fuel management, and project and process performance.

Recognized by industry peers for Outstanding Achievement in Public Service Fleet Management and Excellence in Public Fleet Safety – branch staff are knowledgeable, proficient and proud of the work that they do. Fleet Services also serves two external clients: EPCOR and Alberta Health Services.

The current state of the economic climate in Alberta poses a significant challenge to the City of Edmonton. The organization must continue to meet the growing service demands of its citizens in a time of significant budgetary restraint. Working with City departments and branches to meet their service needs, Fleet Services incorporates innovative strategies, new technology and processes to enhance operations, creates long-term plans for future growth, builds upon client relationships and provides performance and budgetary monitoring. In 2016 - 2018, several initiatives focus on the financial sustainability of City operations and ensuring that front-line branches can provide services to citizens in the most economically efficient manner.

In 2015, the City Auditor completed an audit of the Fleet Services Branch. The Audit confirmed that both Transit Fleet Maintenance and Municipal Fleet Maintenance are using resources efficiently and effectively to meet operational needs.



**2015 Fleet Excellence Awards**  
Honoring Excellence In The Fleet Profession!



## Branch - Fleet Services

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### Positive Change - Innovation & Continuous Improvement

Fleet Services is planning the following Positive Change Initiatives during 2016 - 2018:

**Systematic Review of Municipal Fleet to Optimize Lifecycle Management and Investments**

(2016-2018): Enhanced lifecycle management of fleet investments to ensure that the total cost of ownership (capital and operating) are minimized over the lifecycle of the vehicle. The Sweeper Analysis is anticipated to provide a savings of \$450 over 2016-2018. Additionally, a new hopper material (stainless steel) and a mid-life refurbishment program initiated on snow removal dump/sander/plows has doubled the lifecycle from 10 to 20 years on this asset, which is estimated to provide a savings of \$120 for 2016, in addition to the savings of \$210 realized in 2015.

**Bus Mid-Life Refurbishment Strategy** (2016-2018): The Bus Mid-life Refurbishment Strategy, has been in place since 2012 and extends the life of buses from 12 to 20 years through engine and body replacements, ensuring the optimal investment in City buses. This translates to a savings of \$540 in 2016.

**Implement Fuel Efficiencies and Controls** (2017): Fuel usage tracking and driver training to reduce fuel consumption along with testing of anti-idle technology on a portion of the heavy duty fleet. As part of the sustainable fleet plan, the branch will also be pursuing new innovations or technologies for the work fleet.

**Workflow and Shift Optimization** (2017): In-depth analysis of hoist and shift capacity; includes the potential of adding shifts and moving additional specialized work to the Ellerslie Municipal shop.



## Branch - Fleet Services

### Approved 2016-2018 Budget - Branch Summary by Program

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$11,212	\$10,879	\$11,511	\$11,823	\$12,039	\$12,238
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$11,212</b>	<b>\$10,879</b>	<b>\$11,511</b>	<b>\$11,823</b>	<b>\$12,039</b>	<b>\$12,238</b>
<b>Expenditure &amp; Transfers</b>						
Fleet Operations	84,437	86,044	83,663	81,383	83,996	83,843
Municipal Maintenance	47,455	51,846	48,372	53,341	54,865	57,051
Transit Maintenance	54,537	54,417	62,090	64,872	66,589	67,631
Intra-Municipal Recoveries	(177,649)	(182,015)	(182,614)	(187,773)	(193,411)	(196,287)
<b>Total Expenditure &amp; Transfers</b>	<b>\$8,780</b>	<b>\$10,292</b>	<b>\$11,511</b>	<b>\$11,823</b>	<b>\$12,039</b>	<b>\$12,238</b>
<b>Net Operating Requirement</b>	<b>(\$2,432)</b>	<b>(\$587)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Full-time Equivalents</b>	<b>734.0</b>	<b>742.0</b>	<b>754.0</b>	<b>757.0</b>	<b>760.0</b>	<b>762.0</b>

## Branch - Fleet Services

### Approved 2016-2018 Budget - Branch Summary by Cost Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$11,212	\$10,879	\$11,511	\$11,823	\$12,039	\$12,238
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$11,212</b>	<b>\$10,879</b>	<b>\$11,511</b>	<b>\$11,823</b>	<b>\$12,039</b>	<b>\$12,238</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	65,921	67,348	72,279	75,066	77,193	80,087
Material, Goods, and Supplies	76,418	77,609	80,140	75,967	78,399	77,216
External Services	10,484	14,548	11,647	15,068	15,291	15,999
Intra-municipal Charges	9,483	7,442	2,632	2,716	2,779	2,844
Utilities & Other Charges	24,123	25,360	5,680	5,964	6,124	6,282
Transfer to Reserves	-	-	21,747	24,815	25,664	26,097
Subtotal	186,429	192,307	194,125	199,596	205,450	208,525
Intra-municipal Recoveries	(177,649)	(182,015)	(182,614)	(187,773)	(193,411)	(196,287)
<b>Total Expenditure &amp; Transfers</b>	<b>\$8,780</b>	<b>\$10,292</b>	<b>\$11,511</b>	<b>\$11,823</b>	<b>\$12,039</b>	<b>\$12,238</b>
<b>Net Operating Requirement</b>	<b>(\$2,432)</b>	<b>(\$587)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Full-time Equivalents</b>	<b>734.0</b>	<b>742.0</b>	<b>754.0</b>	<b>757.0</b>	<b>760.0</b>	<b>762.0</b>



# Branch - Fleet Services

## Budget Changes for 2016-2018

(\$000)

### Revenue & Transfers - Changes

Revenue increases of \$312, \$216 and \$199 over the budget period are due to an increase in fleet units and maintenance activity, partially offset by reduced fuel prices and volumes of external customers.

### Expenditures & Transfers - Changes

#### Personnel

There are increases over 2016-18 of \$2,787, \$2,127 and \$2,894, to account for approved cost of living adjustments, movement towards job rate, benefit changes and service package impacts. The funded service packages include personnel costs of \$278, \$347 and \$214 over the budget period.

#### Materials, Goods, and Supplies

Reduction of (\$4,173) in 2016, increase of \$2,432 in 2017, and a reduction of (\$1,183) in 2018 are due to fuel price savings, Innovation and Continuous Improvement programs, offset by the impact of service changes, parts escalation and US currency exchange impacts.

#### External Services

There is an increase of \$3,421 in 2016 to adjust vendor contract work expenditures to align budgets with actual expenditure trends.

#### Intra-municipal Charges

Increases of \$84, \$63 and \$65 over 2016-2018 represent adjustments to align budgets with actual expenditure trends and inflation.

#### Utilities & Other Charges

Increases over 2016-18 reflect estimated increases to natural gas costs.

#### Transfer to Reserves

Increased transfers to the fleet replacement reserve of \$3,068, \$849 and \$433 over 2016-2018 are primarily attributable to timing of replacements and growth of the fleet over the budget period.

#### Intra-municipal Recoveries

Internal recovery increases of \$5,159, \$5,638 and \$2,876 over 2016-2018 are offsets to changes in expenditure budgets as outlined above. This includes service changes, parts escalation, and historical adjustments to vendor work, partially offset by fuel price savings.

### Full-Time Equivalents - Changes

FTE increases of 3.0, 3.0 and 2.0 over 2016-2018 are related to the funded services packages for Alberta Health Services Light Duty Service Person 1.0 FTE, Utilities Fleet Heavy Duty Technician 1.0 FTE, Municipal Fleet Heavy Duty Technicians, Foreman and Service Person 4.0 FTE, and Logistics and Information Analysts 2.0 FTE.

# Branch - Fleet Services

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Fleet Operations

#### Results to be Achieved

Fleet Operations is responsible for ensuring the City's fleet and equipment needs are addressed through capital planning, engineering, procurement, client and vendor relationships, training, fuel management and project and process performance. Fleet Operations is also responsible for Fleet Safety and certification of all City drivers.

#### Cost Drivers

- Changes in fuel prices, kilometres travelled, vendor contracts
- Introduction of emergent technologies
- Legislative requirements
- Increased partner and branch operations and service levels

#### Policy and/or Legislation

N/A

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$11,212	\$10,820	\$11,511	\$11,823	\$12,039	\$12,238
Expenditures & Transfers	84,437	86,044	83,663	81,383	83,996	83,843
Subtotal	73,225	75,224	72,152	69,560	71,957	71,605
Intra-Municipal Recoveries	(75,657)	(75,752)	(72,152)	(69,560)	(71,957)	(71,605)
Net Operating Requirement	(\$2,432)	(\$528)	\$-	\$-	\$-	\$-
Full-Time Equivalents	102.0	102.0	108.0	110.0	110.0	110.0

#### 2015 Services

- Deliver over 2,260 personal days of training to fleet staff by year end
- Managed the purchase and distribution of over 21.1 million litres of fuel for the City(YTD June 2015)
- Managed a fleet of over 5,000 vehicles that have travelled over 45.5 million kilometers (YTD June 2015)
- Recovered warrantable costs of up to \$500K internally and externally (YTD June 2015)
- Manage the procurement of \$20.1M in replacement vehicles excluding EPCOR, EPS and growth units

#### Changes in Services for 2016 - 2018

- Reduce capital fleet costs to the City through targeted lifecycle analyses on specific fleet groups
- Enhance the maintenance quality assurance improvement and monitoring process
- Implement new and enhance existing strategies to improve driver safety and the safety of the City's fleet
- Work to manage fuel costs for the City by testing and implementing innovative fuel management strategies

# Branch - Fleet Services

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Municipal Fleet Maintenance

#### Results to be Achieved

Municipal Fleet Maintenance is responsible for the preventative maintenance, repairs, custom fabrication and seasonal maintenance on all City vehicles and equipment in facilities across the City. Municipal Fleet Maintenance is also responsible for the maintenance, inspections and repairs for two external clients, EPCOR and Alberta Health Services.

#### Cost Drivers

- Changes in fuel prices, cost of parts and materials
- Increased usage of vehicles and equipment
- Competitive labour and vendor market
- Increased partner and branch operations and service levels
- Changes in the size and complexity of the fleet

#### Policy and/or Legislation

N/A

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	\$59	\$-	\$-	\$-	\$-
Expenditures & Transfers	47,455	51,846	48,372	53,341	54,865	57,051
Subtotal	47,455	51,787	48,372	53,341	54,865	57,051
Intra-Municipal Recoveries	(47,455)	(51,846)	(48,372)	(53,341)	(54,865)	(57,051)
Net Operating Requirement	\$-	(\$59)	\$-	\$-	\$-	\$-
Full-Time Equivalents	263.0	267.0	270.0	271.0	274.0	276.0

#### 2015 Services

- Maintained over 105 different vehicle and equipment types
- Completed seasonal maintenance on equipment including sanders, mowers, and sidewalk plows
- Maintained overtime below 4% of wages (YTD June 2015) and 47.6% planned work (YTD June 2015)
- Implemented the Government of Alberta web-based reporting tools for CVIP inspections

#### Changes in Services for 2016 - 2018

- Continue to provide fleet maintenance to Alberta Health Services and EPCOR fleets
- Maintain certification for environmental sustainability including ISO 14001 and ENVISO
- Complete the Capacity Planning analysis to ensure the best allocation of resources and shift design
- Implement emerging technologies and a fleet retention policy



# Branch - Fleet Services

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Transit Fleet Maintenance

#### Results to be Achieved

Transit Fleet Maintenance is responsible for preventative maintenance, repairs, fueling and daily cleaning of all City of Edmonton buses. Every day, Transit Fleet Maintenance ensures that the bus fleet is safe, reliable and clean for citizens on their daily commute and meets their transportation needs.

#### Cost Drivers

- Changes in fuel prices, cost of parts and materials along with an aging fleet
- Increased ETS operations and service levels
- Competitive labour and vendor market
- Change in technology and parts complexity

#### Policy and/or Legislation

N/A

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	-	-	-	-	-
Expenditures & Transfers	54,537	54,417	62,090	64,872	66,589	67,631
Subtotal	54,537	54,417	62,090	64,872	66,589	67,631
Intra-Municipal Recoveries	(54,537)	(54,417)	(62,090)	(64,872)	(66,589)	(67,631)
Net Operating Requirement	\$-	\$-	\$-	\$-	\$-	\$-
Full-Time Equivalents	369.0	373.0	376.0	376.0	376.0	376.0

#### 2015 Services

- Reached availability targets through 100% book-out
- Completed 50 body and 54 mechanical refurbishments through the Bus Mid-Life Refurbishment Strategy
- Supported Edmonton Transit's SmartBus program to enhance use of technology in excess of 900 buses
- Worked with ETS to ensure availability for festivals, regimental funerals, FIFA, concerts, and football games

#### Changes in Services for 2016 - 2018

- Complete the Capacity Planning analysis to ensure the best allocation of resources and shift design
- Work with ETS in the testing and research of future propulsion technology and cost management strategies
- Support the future of public transit through the SmartBus and SmartFare projects
- Work to operationalize the Northeast Transit Garage maintenance facility

## Branch - Fleet Services

**Program - Municipal Maintenance**  
**Title - Service Person - Alberta Health Services**

**Growth on Existing Service**  
**Funded**  
**On-going**

### Results to be Achieved

The FTE requirements for this package will enable Fleet Services to add an additional Service Person - funded by external revenues. This will allow technicians to focus time on scheduled maintenance and running repairs and to meet maintenance requirements identified in the AHS Maintenance contract with the City of Edmonton.

### Description

Fleet Services provides contracted maintenance to the Alberta Health Services (AHS) ambulance fleet in Edmonton. The current fleet of 161 units travel an annual average of 5.4M kilometres. AHS plans to add nine vehicles to the fleet in 2015/2016, an increase of 5.6%. The additional resource will allow technicians to focus time on scheduled maintenance and running repairs.

### Justification

This package is funded through external revenue from the AHS contract, but requires the FTE approval.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$90	90	-	1.0	\$3	3	-	-	\$3	3	-	-
Total	\$90	90	-	1.0	\$3	3	-	-	\$3	3	-	-

## Branch - Fleet Services

### Program - Municipal Maintenance Title - Increased Maintenance Requirements (Utilities Fleet)

Growth on Existing Service  
Funded  
On-going

#### Results to be Achieved

One additional technician will provide planned and preventative maintenance for the Utilities fleet ensuring that vehicles are safe, reliable and available for use for programs and services provided to citizens.

#### Description

Over the past three years, shop staffing levels at the Kennedale Municipal Maintenance facility have remained flat, while the number of vehicles and equipment serviced from that location has increased by 12%. This service package relates specifically to vehicles and equipment for Waste Management which has seen steady increases in kilometers travelled since 2012. Growth and demand for the fleet remains high requiring additional resources to complete forecasted maintenance.

This package includes one Full-time Heavy Duty Technician dedicated to the Utilities fleet maintenance program.

Costs of this package are \$108 in 2017 and \$4 in 2018.

#### Justification

The lifecycle on waste collection trucks has been extended awaiting a decision on automated collection of garbage. This has increased maintenance requirements to meet availability. Drainage Operations requires additional maintenance resources to reduce wait times in the express service queue, ensuring critical units are available to provide services to the public in a more efficient manner.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	1.0	-	-	-	-
Total	-	-	-	-	-	-	-	1.0	-	-	-	-

# Branch - Fleet Services

**Program - Municipal Maintenance**  
**Title - Increased Maintenance Requirements**

**Operating Impacts of Capital  
 Funded  
 On-going**

## Results to be Achieved

Additional Technicians will provide planned and preventative maintenance for the municipal fleet ensuring that vehicles are safe, reliable and available for use for programs and services provided to citizens.

## Description

A \$7.7M capital profiles put forward by the Community Services Department at 2015 Fall SCBA was approved. These profiles are mainly for additional units to meet service levels, and also included the buyout for units that have been previously leased. Analysis demonstrates that purchasing the units required is more efficient than leasing.

This package includes:

- Two Heavy Duty Technicians
- One Foreman
- One Service Person II

Personnel costs of this package are \$231 in 2017 and \$199 in 2018.

Parts, maintenance and reserve contribution costs of this package are \$1,114 in 2016, \$943 in 2017 and \$740 in 2018.

## Justification

Additional resources are required to meet the mandated maintenance schedules for City municipal vehicles. Preventative maintenance programs ensure that vehicles are safe, reliable and available for programs and services provided to citizens.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	2.0	-	-	-	2.0
<b>Total</b>	-	-	-	-	-	-	-	2.0	-	-	-	2.0

# Branch - Fleet Services

**Program - Fleet Operations**  
**Title - Logistics and Information Analysts**

**Operating Impacts of Capital  
Funded  
On-going**

## Results to be Achieved

In the 2015-2018 capital cycle, Fleet Services has two Technology Investment Requests to implement a business intelligence and analytics tool. This system will consolidate information from multiple information systems in the branch, providing more timely and accurate information to decision-makers within Fleet Services, as well as citizen-serving departments who use Fleet Services. By adopting this new approach to information management, Fleet Services will gain insight and be best positioned to assess operational activities to improve effectiveness and efficiency.

## Description

Support is needed to maintain and provide reporting from our three information and reporting systems, SAP, PeopleSoft, and M5, to allow for the Corporation and clients to access timely data for the management of their fleets including, fleet usage, shop efficiency, capacity analysis, and budget management.

This package includes two full-time Logistics Analysts: \$203 in 2016, \$6 in 2017 and \$8 in 2018.

## Justification

This package will ensure fleet data is audited, controls are in place, and will develop reporting and/or analysis to support front-line branch business decisions. These positions will be dedicated to fleet-specific information, such as shop capacity, lifecycle and asset management, work order management and labour management processes.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	2.0	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	2.0	-	-	-	-	-	-	-	-

# Branch - Human Resources

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## Introduction

The Human Resources Branch is passionately committed to creating and supporting the City of Edmonton's most valuable resource: our workforce. The current state of the economic climate in Alberta poses a significant challenge to the corporation. The organization must continue to meet the growing service demands of its citizens in a time of significant budgetary restraint. To succeed in such an environment, creative thinking and innovation must be encouraged from all of the organization's employees. The Human Resources Branch is uniquely positioned to provide the supports, services and processes necessary to build workforce capacity and support innovation for organizational success in a time of prudent fiscal management.

The core business of the Human Resources Branch is to attract, train, develop and retain a workforce that is committed to excellence in citizen service. Now more than ever, it is important for the branch to find creative talent with the capacity to continuously innovate, train this skill in the workforce, recognize and reward it, so that it becomes part of every employee's job.

Overarching these core services, the branch is guided by the Corporate Workforce Plan. With a focus on the art and science of HR, the branch advances the implementation of three strategic focus areas outlined in the Corporate Workforce Plan: Talent, Learning and Performance. By modernizing its systems and processes, the branch will move these initiatives forward. These focus areas are also advanced by using our organizational culture as a compass, a culture that promotes and encourages innovation, creativity and collaboration.

Negotiating collective agreements, promoting a healthy and safe workplace, building employee and leadership skills through training, and managing a wide range of employee issues are just some of the ways the Human Resources Branch is integral to the worklife of every City employee. In addition, the branch continues to enhance its systems and programs to better support the organization's business areas and meet their specific workforce requirements.

The creative work of the HR Branch at the City of Edmonton has been recognized in Alberta and nationally and has resulted in the City being named a top employer in Alberta, a top diversity and youth employer in Canada, as well as the first Canadian Municipality to be chosen for the *Waterstone Most Admired Culture* award in the public sector.



# Branch - Human Resources

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## Positive Change - Innovation & Continuous Improvement

The Human Resources Branch promotes and facilitates continuous improvement, enhancement and innovation through ambitious HR modernizations to our business and includes the following initiatives:

**Modernize Learning Environment - The School of Business (2016-18):** Through the adoption of an enterprise approach to learning, significantly expanding e-learning opportunities, and developing new programs such as Learning from Others, Management 101, Aspiring Supervisors Program, Communities of Practice, the City will significantly enhance organizational and leadership capacity and better manage the risks associated with changing demographics and labour market supply shifts.



**Modernized Recruitment Processes (2016):** Modernization of the City's recruitment processes focus on enhancing the candidate/hiring manager experience, promoting the City's brand as a great employer and moving towards the automation and/or elimination of manual recruitment processes. As one of the first organizations in Canada to implement technology allowing candidates to apply for jobs using handheld devices, and also one that has a very active recruitment social media presence (including online career fairs), Recruitment is poised to attract a higher number of high quality candidates and reduce reliance on paid job boards. The automated onboarding program is designed to optimize and streamline the processes involved in bringing a new employee into the City and modernize our HR operational efforts. Through an automated onboarding process every new hire will have immediate and comprehensive access to information regarding their employment details and the City's corporate culture resulting in a faster integration of a new employee. The hiring area/manager will benefit from increased efficiencies and tracking capabilities related to various onboarding tasks and activities.



**Safety Data Management System (2017):** Implementation of the City's Safety Data Management System will support the shifting of resources from a currently transaction-based OHS approach, to one that is more strategic in nature. This system will consolidate and automate the tracking and management of data, processes and activities related to the City's safety program, and will include customizable reporting capabilities with a strong analytic component for producing safety-related forecasts, predicting trends, as well as supporting OHS legislative compliance.





## Branch - Human Resources

### Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$-	\$-	\$-	\$-	\$-	\$-
Grants	26	3	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$26</b>	<b>\$3</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Corporate Culture Office	632	564	862	941	952	962
Corporate Safety and Disability Management	(245)	918	2,225	2,413	2,432	2,423
Employee Service Centre	2,504	2,387	2,239	2,462	2,528	2,586
Enterprise Learning	1,604	1,572	778	1,334	1,546	1,533
HR Consulting and Systems	2,076	3,329	5,356	5,062	5,303	5,443
Recruitment	3,707	3,119	3,614	3,674	3,680	3,684
<b>Total Expenditure &amp; Transfers</b>	<b>\$10,278</b>	<b>\$11,889</b>	<b>\$15,074</b>	<b>\$15,886</b>	<b>\$16,441</b>	<b>\$16,631</b>
<b>Net Operating Requirement</b>	<b>\$10,252</b>	<b>\$11,886</b>	<b>\$15,074</b>	<b>\$15,886</b>	<b>\$16,441</b>	<b>\$16,631</b>
<b>Full-time Equivalents</b>	161.5	161.5	162.5	165.5	166.5	166.5

## Branch - Human Resources

### Approved 2016-2018 Budget - Branch Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$-	\$-	\$-	\$-	\$-	\$-
Grants	26	3	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$26</b>	<b>\$3</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	17,081	18,229	17,915	20,109	20,518	20,787
Materials, Goods, and Supplies	939	555	928	1,005	1,287	1,269
External Services	652	1,843	1,936	2,000	2,005	2,167
Intra-municipal Charges	722	933	280	311	370	376
Utilities & Other Charges	549	553	493	492	488	482
Subtotal	19,943	22,113	21,552	23,917	24,668	25,081
Intra-municipal Recoveries	(9,665)	(10,224)	(6,478)	(8,031)	(8,227)	(8,450)
<b>Total Expenditure &amp; Transfers</b>	<b>\$10,278</b>	<b>\$11,889</b>	<b>\$15,074</b>	<b>\$15,886</b>	<b>\$16,441</b>	<b>\$16,631</b>
<b>Net Operating Requirement</b>	<b>\$10,252</b>	<b>\$11,886</b>	<b>\$15,074</b>	<b>\$15,886</b>	<b>\$16,441</b>	<b>\$16,631</b>
<b>Full-time Equivalents</b>	161.5	161.5	162.5	165.5	166.5	166.5

# Branch - Human Resources

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## Budget Changes for 2016-2018

(\$000)

### Revenue & Transfers - Changes

No changes in Revenue & Transfers.

### Expenditures & Transfers - Changes

#### Personnel

There are 2016-2018 increases of \$613, \$305, and \$269 respectively to account for approved cost of living adjustments, movement towards job rate, and benefit changes. Staff support has increased by \$1,245 in 2016 to reflect historic expenditure trends, offset by Intra-municipal Recoveries. There are service package additions of \$345 in 2016 for the School of Business, offset by Intra-municipal recoveries. There is also \$109 in 2017 for Corporate Succession and Talent Management.

#### Materials, Goods, and Supplies

There are 2016-2017 increases of \$83 and \$316 respectively to reflect initiatives such as Medgate module upgrade and paperless recruitment. There are also reductions of \$59 over 2016-2018 which are attributable to contributions towards the Innovation and Continuous Improvement Program.

#### External Services

There is a 2016-2018 increase of \$71 to reflect expenditure trends and meet anticipated demands regarding legislative compliance for medical testing. There is also a service package addition of \$160 in 2017 for Corporate Performance Management Module. In addition there is a reduction of \$10 regarding the T4 printing initiative which contributes to the Innovation and Continuous Improvement Program.

#### Intra-municipal Charges

There are 2016-2018 adjustments of \$96 to align budgets with actual expenditure trends and commitments. This is primarily attributable to estimated printing requests from the Digital Print Centre.

#### Utilities & Other Charges

The decrease is primarily attributable to contributions towards the Innovation and Continuous Improvement Program.

#### Intra-municipal Recoveries

Shared service recoveries from Drainage Services are decreasing by \$87 and Waste Management recoveries are decreasing by \$24 which are partially offset with an increase recovery of \$73 from Current Planning Branch. An inflationary increase has been applied to shared service recoveries for 2017 and 2018. Recoveries for staff support services amounted to \$1,245 in 2016, and are offset by an equivalent increase to Personnel. There is also an increase of \$345 in 2016 due to the School of Business service package.

### Full-Time Equivalents - Changes

There is an increase of 3.0 FTEs in 2016 associated with the School of Business service package and an increase of 1.0 FTE in 2017 associated with the Corporate Succession & Talent Management service package.

# Branch - Human Resources

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Corporate Culture Office

#### Results to be Achieved

This program aims to increase organizational capacity to achieve The Way Ahead through the continued and intentional development of our award-winning corporate culture. This work focuses on five key culture outcomes: engaged employees, effective leadership, collaborative workplaces, high performance, and a citizen-centric focus. From administering the Corporate Culture Ambassador Program to leading change management for the Civic Accommodation Transformation to planning and executing the Great City Event employee engagements; the Corporate Culture Office shapes the structures, processes and behaviours of our organization.

#### Cost Drivers

- Emerging shifts in approaches to public sector service which may create substantial change to service and program delivery by the City
- Ongoing corporate-wide growth of programs and activities focused on developing culture which require integration, support and alignment
- Employee Engagement and Diversity Survey results and associated culture action plans

#### Policy and/or Legislation

N/A

#### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	632	564	862	941	952	962
Subtotal	632	564	862	941	952	962
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$632	\$564	\$862	\$941	\$952	\$962
Full-Time Equivalents	5.0	5.0	5.0	5.0	5.0	5.0

#### 2015 Services

- Implementation of corporate-wide culture strategy
- Leadership of change management activities for the Civic Accommodation Transformation
- Managed over 40% growth in Culture Ambassador Program membership and participation over 2014
- Planning and execution of Great City employee engagement and learning events
- Consultant services in the development of Branch Culture Action Plans

#### Changes in Services for 2016 - 2018

- Maintain and increase positive trending in biennial Employee Engagement and Diversity Survey results
- Partner in development of corporate culture to support the Aboriginal Training and Awareness Initiative
- Increase in positive trending of annual measures in the five key culture outcomes
- Support the integration of Innovation and Continuous Improvement Initiative
- Successfully manage increased growth in Culture Ambassador Program

# Branch - Human Resources

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Corporate Safety and Disability Management

#### Results to be Achieved

This program seeks to meet or exceed Workers Compensation Board incident reporting timeframe goal, reduce WCB premium rates per \$100 of insurable earnings and proactively manage short/long term disability and WCB claims. This area also ensures legislative compliance and promotion of safer workplaces through cost-effective and innovative approaches such as health surveillance mobile testing, online booking for vaccination clinics, proactive occupational hygiene testing and efficient OHS data management.

#### Cost Drivers

- Number of City employees
- Legislated safety changes

#### Policy and/or Legislation

*Occupational Health and Safety Act, Collective Agreements, Workers' Compensation Act*

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	1,688	3,146	3,017	3,236	3,265	3,268
Subtotal	1,688	3,146	3,017	3,236	3,265	3,268
Intra-Municipal Recoveries	(1,933)	(2,228)	(792)	(823)	(833)	(845)
Net Operating Requirement	(\$245)	\$918	\$2,225	\$2,413	\$2,432	\$2,423
Full-Time Equivalents	21.0	21.0	21.0	21.0	21.0	21.0

#### 2015 Services

- Reduce the rate of injury per 100 employees
- Reduce WCB Premium Rates (2012: \$1.37, 2013: \$1.28, 2014: \$1.17 and 2015: \$1.09)
- Increase the percentage of incidents that are reported to WCB within the legislated 72-hour window
- Continue downward trend pertaining to annual sick leave hours per FTE
- Continue downward trend related to lost time incidents

#### Changes in Services for 2016 - 2018

- Introduction of the Corporate Safety Management System
- Corporate implementation of the Root Cause Analysis initiative
- Achieve a score of over 80% at the tri-annual External Safety Audit
- Exceed the 80% WCB legislated requirement for submitting claims within 72-hour

# Branch - Human Resources

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Employee Service Centre

#### Results to be Achieved

This program manages the production of bi-weekly payroll 100% on-time for all City employees, as well as monthly payroll for Firefighter and Police Pensioners, and City Police and Library Board Members. In addition, service standards include completing all statutory filing of documents on time, managing employee records and 100% compliance to regulatory requirements.

#### Cost Drivers

- Number of City employees
- New employees hired and employees leaving the City
- Legislated payroll, benefits and/or pension changes

#### Policy and/or Legislation

Collective Agreements, Tax and reporting related legislation, Legislation related to Public Sector Pension Plans

#### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	2,931	3,070	3,004	3,062	3,146	3,222
Subtotal	2,931	3,070	3,004	3,062	3,146	3,222
Intra-Municipal Recoveries	(427)	(683)	(765)	(600)	(618)	(636)
Net Operating Requirement	\$2,504	\$2,387	\$2,239	\$2,462	\$2,528	\$2,586
Full-Time Equivalents	35.0	35.0	35.0	35.0	35.0	35.0

#### 2015 Services

- Achieve 100% compliance with third party plan administration, reporting, remittances, CRA T4 submission and adherence of taxation legislation, Service Canada Record of Employment filing
- 100% on time performance pertaining to payroll deadlines

#### Changes in Services for 2016 - 2018

- Online T4s: beginning with the 2015 taxation year provide online access to T4s (for current recipients of online pay advices). This will provide cost efficiencies (reduction in the use of paper, printing and mailing costs).
- Timesheet Optimization: 2016 replacement of the current excel timesheet process with solution(s) that fit the business area needs and individual user access to technology. Design will look to utilize current time pass-off systems that the organization already supports thereby maximizing efficiencies.
- Flex Spending Account Program Implementation (as per collective agreements benefit enhancements in 2017 for CSU 52 and IBEW 1007; existing program for Management employees): provides online solution to allow for program administration and self service options for employees to elect portions of their annual Flex Spending Account credits to be forwarded to their existing Health Care Spending Account or receive taxable cash payments. Design will look to optimize functionality within the current system and provide administrative efficiencies.

# Branch - Human Resources

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Enterprise Learning

#### Results to be Achieved

The service standards for this program include full completion of mandatory corporate training, expanding upon blended learning opportunities across the City, a single repository of training (including compliance training) and an increase in targeted employee competencies. All the programs and initiatives put forward by the School of Business are designed to continuously increase the organizational and leadership capacity.

#### Cost Drivers

- Number of City employees
- Number of employee promotions
- Number of City mandatory training courses
- Number of programs required by legislation

#### Policy and/or Legislation

N/A

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	2,240	2,115	1,986	2,490	2,723	2,735
Subtotal	2,240	2,115	1,986	2,490	2,723	2,735
Intra-Municipal Recoveries	(636)	(543)	(1,208)	(1,156)	(1,177)	(1,202)
Net Operating Requirement	\$1,604	\$1,572	\$778	\$1,334	\$1,546	\$1,533
Full-Time Equivalents	12.0	12.0	13.0	16.0	16.0	16.0

#### 2015 Services

- Modernization of Corporate Learning/School of Business
- Maintain or increase compliance with mandatory safety orientation
- Increase and enhance the amount of online training
- Launching of the Aspiring Supervisors Program

#### Changes in Services for 2016 - 2018

- Introduction of corporate-wide Aboriginal Awareness Training
- Achieve 100% compliance with mandatory employee training requirement
- Maintain or increase the overall engagement of new hires
- Implementation of the Management 101 Program
- Establishing the School of Business as the Centre of Excellence for in-house consulting services
- Expansion of the Supervisor 101 Program



# Branch - Human Resources

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - HR Consulting and Systems

#### Results to be Achieved

Service standards include maximizing the use of technology, HR data and the availability of systems to support strategic decision-making and the effective delivery of HR programs and processes. The modernized advances made and continuing in Workforce Analytics will enable HR to work collaboratively with the City's business areas to take on a more proactive role in addressing strategic workforce challenges.

Service standards include the negotiation, application and governance of Collective Agreement articles and the Management Administrative Guidelines, as well as the provision of consultation and support to management on employment, compensation and classification-related matters. Given the organization's commitment to the Working Relationship Agreement, this program requires its employees to be ambassadors for collaborative union/management relationships and interest-based problem solving.

#### Cost Drivers

- Number of City employees
- Number of City employees in leadership positions requiring training
- Emerging jobs and technologies, which may create substantial change to City work and requires the ongoing assessment of talent requirements
- Ongoing growth and increasing complexity of City operations

#### Policy and/or Legislation

Collective Agreements, Management Administrative Guidelines, FOIP

#### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	4,587	4,952	6,082	6,234	6,511	6,687
Subtotal	4,587	4,952	6,082	6,234	6,511	6,687
Intra-Municipal Recoveries	(2,511)	(1,623)	(726)	(1,172)	(1,208)	(1,244)
Net Operating Requirement	\$2,076	\$3,329	\$5,356	\$5,062	\$5,303	\$5,443
Full-Time Equivalents	40.0	40.0	40.0	40.0	41.0	41.0

#### 2015 Services

- Transformation of HR Reporting and Analytics
- Automated Employee Onboarding
- Continue to resolve disputes internally at the lowest step possible - and maintain a Success Rate of over 80% for those disputes advanced to Arbitration

#### Changes in Services for 2016 - 2018

- Introduction of the Corporate Learning Management System

# Branch - Human Resources

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Recruitment

#### Results to be Achieved

Recruitment's goal is to hire a highly qualified, innovative and diverse workforce that mirrors the diversity of the working population of our citizens by streamlining and modernizing more traditional recruitment practices and playing a leadership role in the rapidly emerging social media technologies. Quality measure include turnover in the first six-months of employment and number of staff support requests. Diversity is measured by the percentage of candidates hired from diverse backgrounds and number of diversity programs in place. Traditional measure such as time to fill are still tracked, while social media penetration and numbers of hires attributed to social media provide insight to future success.

#### Cost Drivers

- Number of positions hired
- Turnover rates
- Volume of staff support requests
- Social media presence
- Number of diversity programs and initiatives
- External market factors including the economy and workforce demographics

#### Policy and/or Legislation

Collective Agreements

#### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$26	\$3	\$-	\$-	\$-	\$-
Expenditures & Transfers	7,865	8,266	6,601	7,954	8,071	8,207
Subtotal	7,839	8,263	6,601	7,954	8,071	8,207
Intra-Municipal Recoveries	(4,158)	(5,147)	(2,987)	(4,280)	(4,391)	(4,523)
Net Operating Requirement	\$3,681	\$3,116	\$3,614	\$3,674	\$3,680	\$3,684
Full-Time Equivalents	48.5	48.5	48.5	48.5	48.5	48.5

#### 2015 Services

- Implement a seamless MOBILE application submission process
- Increase the number of Facebook Followers by 20%
- Increase the number of LinkedIn Followers by 20%
- Increase the number of Social media hires by 25%
- Fill position within 52 days or less
- Hire a workforce representative of the available external labour force [Aboriginal 4.5%, Visible Minority Persons 21%, Person with disability 11.3%]
- Maintain healthy turnover rate (5-10%)

#### Changes in Services for 2016 - 2018

- Reduce the end-to-end hiring timelines by integrating processes across Compensation and Recruitment

# Branch - Human Resources

**Program - Enterprise Learning**  
**Title - School of Business**

**New or Enhanced Service**  
**Funded**  
**Ongoing**

## Results to be Achieved

The 2015-2020 Corporate Workforce identifies the need and opportunity for the organization through an expanded enterprise approach to learning. A cost recovery funding model allows in house facilitators and consultants to support specific initiatives across the organization such as building Leadership Capacity through an expanded Aspiring Supervisor Program, enhanced Supervisor 101 Program and new Management 101 Program. The programs will compete against offerings externally for existing department training funds. Positions will only be filled if the programs are seen as valuable to clients and fully funded through recoveries after year one.

## Description

The School of Business was launched in 2015 by reallocating existing HR Branch funding and FTEs. This allowed the Branch to advance the expansion of an enterprise approach to learning by building individual and organizational capacity to better manage workforce risk. The 2015-2020 Corporate Workforce Plan describes the importance of investing in the current workforce as a competitive strategy to manage risk associated with changing demographic and a fluctuating economy.

This package does not ask for any new tax levy funding but does ask for three new FTEs. The emerging business model for the School of Business is that it must operate and compete like a business. This means positions will only be filled and remain filled if the School can attract internal revenue through existing client department training budgets (recovery). The premise is that our courses are of high quality, can compete in the marketplace for revenues and that the expansion of targeted courses will expand revenues. Also, using internal positions is a more cost-effective approach that better utilizes client departments' training budgets while adding invaluable internal knowledge to the service delivery and alignment with the rest of the School of Business programs and courses.

Three FTEs are requested in 2016 (funded by Intra-municipal recoveries \$345) to modernize the City's corporate learning environment through the School of Business.

## Justification

The organization faces several risks that can be better managed through an expanded School of Business. These include demographic change, a dynamic economy and impact on labour as well as an expanding need for City specific skill development. The client departments would get more value by accessing internal resources who have a vast organizational knowledge and offer services better aligned to the rest of the School of Business programs.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	3.0	-	-	-	-	-	-	-	-
Total	-	-	-	3.0	-	-	-	-	-	-	-	-

# Branch - Human Resources

## Program - HR Consulting & Systems Title - Corporate Succession & Talent Management

## Operating Impacts of Capital Funded Ongoing

### Results to be Achieved

The 2015-2020 Corporate Workforce identifies the need to effectively manage workforce risk by planning and building a strong sustainable workforce today and in the future. Through the development of proactive strategies related to succession planning, planning for critical positions, and talent management, as well as considerations of internal and external labour factors, the City is significantly limiting its risk of potential gaps in the provision of crucial programs and services to Edmontonians. This program will identify critical positions and corporate talent and enable targeted learning and development and knowledge management activities limiting the time critical positions are vacant while minimizing disruption. It will prepare employees for future responsibilities through understanding the City's leadership needs and by ensuring our talent development activities are on track to prepare the right people for the right jobs at the right time, now and into the future.

### Description

The Succession Planning and Talent Management modules are part of our modernization activities and will support leadership capacity around understanding, managing and reporting on talent at a corporate level. Currently, succession and workforce planning processes occur in some but not all areas across the City, are labour intensive and have a limited view of talent in the organization. This innovation will standardize our client areas' approach in this area, broaden our ability to look at talent from a corporate perspective and facilitate corporate conversations and decision making around talent and focussing resources where needed the most.

This request is for the operating impacts of the capital which is \$150/year as well as 1 FTE, User Systems Administrator (\$109/year), which will support both the Succession and Talent Management Module as well as the Performance Management Module. These operating expenses include annual software licensing fees, administrative support and maintenance/sustainment activities. Please note that the capital costs for this module have been approved.

### Justification

The organization faces several risks that can be better managed through an expanded Corporate Succession and Talent Management Program. These include demographic change (aging workforce), a dynamic economy and the impact on labour (turnover rates) as well as an expanding need for City specific skill development. The Succession and Talent Management modules will ensure 90% of critical positions are identified and a plan is established to minimize the impact of a vacancy in these critical positions and that the provision of crucial programs and services are maintained. We anticipate with this tool we will be able to anticipate and assist us in planning for 85% of retirements in the next 5 years.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	\$259	-	259	1.0	-	-	-	-
Total	-	-	-	-	\$259	-	259	1.0	-	-	-	-

# Branch - Human Resources

## Program - HR Consulting & Systems Title - Corporate Performance Management Modules

## Operating Impacts of Capital Funded Ongoing

### Results to be Achieved

The 2015-2020 Corporate Workforce Plan identifies the need and opportunity for the organization to optimize individual and organizational performance. This program will facilitate the implementation of a comprehensive performance management process for all staff, with the goal of optimizing individual performance and enhance management and supervisory accountability on both individual and organizational goals with the aim to improve management practices across the organization. It will provide managers and supervisors the tools to set performance standards and development goals, communicate performance expectations, and facilitate regular monitoring and coaching opportunities as well as recognize achievements and accomplishments.

### Description

Currently, performance appraisal processes are manual and paper-based, with processes varying in each area across the City. Our goal is to modernize the performance management process by implementing a performance management module that will standardize the process and enable greater visibility and accountability on both individual and organizational goals. The tool will be used by all City's supervisory staff to set goals, develop performance plans, monitor and conduct performance appraisals. Modernizing the performance management process will support the overall optimization of individual employee and team performance.

Please note that the capital costs for this module have been approved. This request is for the operating impacts of the capital which is \$160/year. These operating expenses include licensing fees, administrative support and maintenance/sustainment activities.

### Justification

A strategic approach to people resource management ensures skilled employees are in the right positions at the right time and that performance is optimized to meet both current and future needs. The performance management modules will assist us in increasing the percentage of employees who have received formal performance within the last six months.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$160	-	160	-
Total	-	-	-	-	-	-	-	-	\$160	-	160	-

# Branch - Information Technology

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## Introduction

Oversight and coordination for all Information Technology services is provided by strong governance processes, enterprise architecture principles and sound resourcing, project and financial management. IT staff use their experience, knowledge and expertise to provide the City with a broad range of technology-based solutions and services while maintaining four core outcomes:

- IT-based infrastructure and systems are reliable and sustainable.
- The IT Branch operates as a well-managed organization.
- IT acts as a trusted partner and advisor in the delivery of Department and Branch goods and services.
- IT services and operations are focused on providing expertise and modern innovative solutions.

From 2016-2018, the IT Branch will pursue these four outcomes in support of building organizational capacity by reinvesting in foundational systems, business workflow, infrastructure, and the integration of *Cloud technologies* into our environment. The branch will focus on core service delivery through programs such as *OneCity Workplace*. Changing economic conditions will require the branch to increase financial austerity, and to apply closer and more stringent program and project management controls. These fortified core services will, in turn, better equip IT and other branches to cultivate innovation, facilitating broader and more pervasive access to digital and online information and citizen services through Open City, *eBusiness*, *Business Analytics*, *Corporate Data Warehouse* and more.

From syncing City traffic lights to providing online and mobile access to City information, the Information Technology Branch directly affects the lives of Edmontonians. Internally, the IT Branch provides technology tool sets that meet staff's unique needs, enabling staff to work from anywhere, anytime, with any device. IT maintains over 140 departmental business applications and five enterprise-wide applications, enabling citizen services such as recreation facility booking, program registrations and Fire Rescue Dispatch. Public Engagement is no longer a 'once-in-a-while' town hall meeting, but takes place in every transaction of Edmonton 311, *eBusiness* and the Insight Community.





## Branch - Information Technology

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### Positive Change - Innovation & Continuous Improvement

**SAP Mobility** (2016): Mobility is changing how City staff work in the field. SAP Mobility allows outside workers and other mobile City staff to receive work orders and notifications, as well as file timesheets and other documents, online with their mobile devices. This eliminates a significant duplication of effort, equipping staff with the technology tools that allow them to be effective every day, wherever they are working.

**OneCity Workplace** (2016-17): IT will deliver the OneCity Workplace vision by 2017, leveraging services that will maximize current technology, help to reduce the costs of collaboration and communication, and create new ways of interacting with customers and partners. Making full use of the City's collaborative technologies such as Google Hangouts, and applying communications simplifications such as single-number reach will improve organizational agility.

**Application Portal** (2017): IT will implement an Application Portal, initially providing single sign-on for a limited number of Corporate applications (i.e., Google, SAP and PeopleSoft).

**Business Workflow** (2016-18): As a foundation to citizen services, IT will create new ways to manage processes and workflow integration and the movement of data between systems; by 2018 an agile structure will be established, allowing citizen services to be responsive to business process changes.

**eBusiness & Civic SmartCard** (2016-18): eBusiness has many facets including identity access management, e-payment standards and ensuring a common, delightful, consumer experience. In support of the City's eBusiness activities, IT is developing common architectures to address these challenges and deliver a reliable technology infrastructure.

**Open City Data Hub (Corporate Data Warehouse)** (2016-18): The City generates and manages a wealth of data and information every day of the year. The Open City Data Hub will streamline access to and management of this data.





## Branch - Information Technology

### Approved 2016-2018 Budget - Branch Summary by Program

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$1	\$-	\$-	\$-	\$-	\$-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$1</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Applications	10,701	10,495	13,589	14,266	15,178	16,006
Corporate IT Services	6,609	6,250	6,422	6,625	6,975	7,369
Infrastructure	16,652	15,489	15,131	15,626	16,038	16,515
IT Administration	4,381	4,057	3,890	3,988	4,086	4,195
Program Management and Corporate Initiatives	3,313	2,760	3,010	3,429	3,559	3,689
<b>Total Expenditure &amp; Transfers</b>	<b>\$41,656</b>	<b>\$39,051</b>	<b>\$42,042</b>	<b>\$43,934</b>	<b>\$45,836</b>	<b>\$47,774</b>
<b>Net Operating Requirement</b>	<b>\$41,655</b>	<b>\$39,051</b>	<b>\$42,042</b>	<b>\$43,934</b>	<b>\$45,836</b>	<b>\$47,774</b>
<b>Full-time Equivalents</b>	<b>358.9</b>	<b>378.9</b>	<b>391.4</b>	<b>393.0</b>	<b>393.0</b>	<b>393.0</b>

## Branch - Information Technology

### Approved 2016-2018 Budget - Branch Summary by Cost Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$1	\$-	\$-	\$-	\$-	\$-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$1</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	40,450	42,012	45,689	47,800	49,619	51,665
Materials, Goods, and Supplies	11,817	9,938	11,863	11,994	12,411	12,707
External Services	13,319	8,280	2,210	2,286	2,302	2,297
Fleet Services	4	-	-	-	-	-
Intra-municipal Charges	446	398	234	395	401	386
Utilities & Other Charges	3,448	3,361	3,475	3,500	3,493	3,482
Transfer to Reserves	-	1	-	-	-	-
Subtotal	69,484	63,990	63,471	65,975	68,226	70,537
Intra-municipal Recoveries	(27,828)	(24,939)	(21,429)	(22,041)	(22,390)	(22,763)
<b>Total Expenditure &amp; Transfers</b>	<b>\$41,656</b>	<b>\$39,051</b>	<b>\$42,042</b>	<b>\$43,934</b>	<b>\$45,836</b>	<b>\$47,774</b>
<b>Net Operating Requirement</b>	<b>\$41,655</b>	<b>\$39,051</b>	<b>\$42,042</b>	<b>\$43,934</b>	<b>\$45,836</b>	<b>\$47,774</b>
<b>Full-time Equivalents</b>	<b>358.9</b>	<b>378.9</b>	<b>391.4</b>	<b>393.0</b>	<b>393.0</b>	<b>393.0</b>

# Branch - Information Technology

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## Budget Changes for 2016-2018 (\$000)

### Revenue & Transfers - Changes

No revenue changes.

### Expenditures & Transfers - Changes

#### Personnel

There is a 2016-2018 increase of \$1,986, \$1,894, and \$2,121 respectively to account for approved cost of living adjustments, movement towards job rate, and benefit changes and to account for some positions that have been reclassified. Improved management of priorities and workload will result in increased capacity and a \$75 reduction in overtime in each of the 3 years. In addition, increased personnel costs of \$200 are due to two Service Packages for IT Support, 1.0 FTE for Smart Bus, and 0.6 FTE for Parking Control Technology System. These positions are offset by Intra-Municipal Recoveries from Transportation Services (below).

#### Materials, Goods, and Supplies

In 2016, there is a \$120 in incremental software license costs which are offset by internal recoveries (below). In addition, there is an increase of \$250 for inflation in software licence costs in 2017 and 2018. Software licence costs are further increased by an Operating Impact of Capital Service Package of \$263 (2017) and \$96 (2018). These are offset by reductions of \$155 over 2016-2018 which are attributable to contributions towards the Innovation and Continuous Improvement Program.

#### External Services

No significant change.

#### Intra-municipal Charges

There are 2016-2018 adjustments to staff support and building maintenance charges to align budgets with actual expenditure trends and commitments.

#### Utilities & Other Charges

Increases in various costs including travel and training costs \$31, offset by reductions of \$24 over 2016-2018 which are attributable to contributions towards the Innovation and Continuous Improvement Program.

#### Intra-municipal Recoveries

Shared Services cost/volume changes: recoveries increased by \$210 from Drainage Services, \$195 from Waste Management, and a reduction of \$155 from Current Planning. An inflationary increase has been applied to Shared Service recoveries for 2017 and 2018. In addition, there is an increase of \$120 in software license cost recovery from Financial Services & Utilities (Materials, Goods and Supplies above).

### Full-Time Equivalents - Changes

Increase of 1.6 FTEs due to two Service Packages for IT Support for Transportation Services.

# Branch - Information Technology

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Applications

#### Results to be Achieved

The Applications program is directly responsible for planning, development and implementation of application systems solutions that meet the City's business requirements, ensuring that systems are available, reliable, have outstanding performance and can scale to meet ever increasing demands. Functions included in this program are enterprise applications, client applications, client relations and training. Maintain and enhance over 140 departmental business applications and five enterprise applications that are used by citizens to access City services and by branches and departments to perform work efficiently. Applications need to be available (often 24/7) and secure, and this is achieved through timely administration, maintenance and support. Service standards include understanding the needs of citizens and business areas and enhancing application systems to meet those needs, ensuring applications are available and performing as expected, and building and maintaining knowledge so that advice can be given to business areas and problems can be resolved in a timely manner.

#### Cost Drivers

- Volume of changes to application systems, whether those changes are required by legislation or policy, citizen needs or the business areas.
- The need to maintain vendor-supported technology versions.
- The need to respond to the high rate of change in the technology industry.

#### Policy and/or Legislation

N/A

Resources	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015	Budget	Budget	Budget
Revenue & Transfers	\$1	-	-	-	-	-
Expenditures & Transfers	31,707	29,278	29,186	30,490	31,749	32,946
Subtotal	31,706	29,278	29,186	30,490	31,749	32,946
Intra-Municipal Recoveries	(21,006)	(18,783)	(15,597)	(16,224)	(16,571)	(16,940)
Net Operating Requirement	\$10,700	\$10,495	\$13,589	\$14,266	\$15,178	\$16,006
Full-Time Equivalents	151.0	171.0	174.0	175.6	175.6	175.6

#### 2015 Services

- In 2015 this program focused on implementing the first stages of SAP Mobility to support outdoor and mobile workers. The Mobility Centre was implemented to support clients with their mobility and app requirements while maintaining consistency and integrity with the existing environment. Both the Class and FINES replacement projects began, which will have continuing impacts throughout 2016.

#### Changes in Services for 2016 - 2018

- Continue to improve customer service. Continue to develop the role of the Mobility Centre among client areas. Increase the automation and management of complex business workflows and the movement of data between systems. Improve resiliency on key IT systems and upgrade key enterprise applications to support the City's critical financial, human resource, tax assessment and permit processes. Develop and implement the application portal for corporate applications.

# Branch - Information Technology

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Corporate IT Services

#### Results to be Achieved

Corporate IT Services encompasses those functions of the IT Branch that provide the foundations and scaffolding that allow IT to deliver projects and enhancements to customers. Functions included in Corporate IT Services are IT Project & Resource Management, IT Security, and IT Architecture Foundations. This program works with branches to define, design and deliver new technology capabilities, while ensuring that new solutions integrate with the existing technology environment and stored information is secure and reliable. The program also provides management of all IT resources and finances, and provides IT project management services. Service standards include validation of solutions against enterprise architecture principles (including integration of new and existing technologies), meeting project and financial management standards while delivering projects on time and on budget, and meeting customer schedules and requirements.

#### Cost Drivers

- Changes in technology, both at the City of Edmonton and across the industry.
- The large number of in-flight IT projects.
- The volume of resources required for those projects.

#### Policy and/or Legislation

N/A

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	10,886	10,079	10,312	10,515	10,868	11,266
Subtotal	10,886	10,079	10,312	10,515	10,868	11,266
Intra-Municipal Recoveries	(4,277)	(3,829)	(3,890)	(3,890)	(3,893)	(3,897)
Net Operating Requirement	\$6,609	\$6,250	\$6,422	\$6,625	\$6,975	\$7,369
Full-Time Equivalents	71.4	71.4	76.4	76.4	76.4	76.4

#### 2015 Services

- In 2015, this program focused on internal improvements that will increase capacity and enable success. IT implemented an internal communications improvement strategy in response to the Employee Engagement and Diversity Survey action plan. Improvements were made to IT vendor management, and a standard self-service portal for employee hardware and software ordering was introduced in place of the previous manual process. Improvements were also made to the overall planning and reporting cycle.

#### Changes in Services for 2016 - 2018

- Continue to align IT project management and reporting practices with client areas and corporate practices. Continue to advance resource and business planning capacity to greater serve clients. Continue to improve our security and risk management stance and improve disaster recovery processes. Deliver an Identity Access Management solution for the City of Edmonton. Deliver and implement an architecture strategy for the integration of Cloud technologies.

# Branch - Information Technology

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Infrastructure

#### Results to be Achieved

The Infrastructure program is responsible for the technology infrastructure that provides IT services to the corporation and to citizens. The infrastructure needs to be kept current and evolving as new functionality and features become available. Infrastructure components include network, servers, storage, backup, databases and data centres. Many of these services are provided on a 24x7, 365 days-a-year basis and require on-call support because of their importance to the corporation. Functions included in this program are servers & network support and workplace support. Provide the foundational layer of technology that is needed for all City services that involve technology. The IT Infrastructure is expected to be available, meet performance expectations and be secure. This infrastructure is continually maintained throughout its lifecycle. Infrastructure services understand and meet the requirements of citizens and business areas. Infrastructure must be kept current (on vendor supported versions) and secure, and services must meet availability and performance expectations, including being able to recover in a timely fashion if an outage occurs.

#### Cost Drivers

- Changes required by legislation or policy, citizen needs or business areas.
- The need to maintain vendor-supported versions so that vendor support of technologies is available.
- Maintaining performance and capacity to keep up with increasing demand.

#### Policy and/or Legislation

N/A

Resources	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	18,975	17,569	16,839	17,334	17,746	18,223
Subtotal	18,975	17,569	16,839	17,334	17,746	18,223
Intra-Municipal Recoveries	(2,323)	(2,080)	(1,708)	(1,708)	(1,708)	(1,708)
Net Operating Requirement	\$16,652	\$15,489	\$15,131	\$15,626	\$16,038	\$16,515
Full-Time Equivalents	91.0	91.0	92.0	92.0	92.0	92.0

#### 2015 Services

- In 2015 this program upgraded the Internet service to 1GB/s and implemented a second Internet feed to increase network resiliency. WiFi was installed at all Capital line LRT stations south of the river. The Windows 7 operating system was rolled out to all City staff, and technology maintenance windows were implemented to minimize business disruptions related to technology upgrades and maintenance.

#### Changes in Services for 2016 - 2018

- Continue to provide dependable and reliable infrastructure to meet the changes required by clients and citizens. Continue to implement mobility solutions for field workers. Implement the OneCity Workplace vision, increasing the efficiency of critical business processes. Optimize and integrate existing systems and infrastructure with advancing Cloud technologies. Upgrade and enhance core data centre technologies which securely bridge the City's protected networks and data centres.

# Branch - Information Technology

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - IT Administration

#### Results to be Achieved

The IT Administration program focuses on decreasing IT service costs by finding process synergies to increase effectiveness and efficiency of services. Functions included in this program are staff services, administrative services, and management and planning. This program provides the foundational management functions for the IT Branch. Corporately aligned frameworks, processes and tools are leveraged to ensure compliant and cost-effective services in the areas of procurement and vendor management, software license clearing and financial management. Service standards are primarily focused on cycle times, error rate and auditability of process.

#### Cost Drivers

- Maintaining software licensing compliance, which ensures that software versions are supported and secure.
- The increase in vendor management, procurement and contract management costs in response to growing demand.

#### Policy and/or Legislation

N/A.

Resources	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	4,395	4,069	3,900	3,998	4,096	4,205
Subtotal	4,395	4,069	3,900	3,998	4,096	4,205
Intra-Municipal Recoveries	(14)	(12)	(10)	(10)	(10)	(10)
Net Operating Requirement	\$4,381	\$4,057	\$3,890	\$3,988	\$4,086	\$4,195
Full-Time Equivalents	26.0	26.0	26.0	26.0	26.0	26.0

#### 2015 Services

- In 2015 this program implemented the one-year and four-year holistic IT project roadmaps, and the production of monthly project health and progress reports for all IT Capital Portfolio projects. PCI V3.0 Compliance was achieved, and the newly established Cybersecurity Standards were implemented. The IT Governance structure was reviewed and simplified to better align with business needs.

#### Changes in Services for 2016 - 2018

- Continue to advance financial planning capacity and management of the IT composite profiles to greater serve clients. Continue to align procurement and asset management with corporate processes and standards. Develop and deliver an ongoing IT strategic plan, advancing business planning capacity in the face of an uncertain economic environment. Integrate business practices related to Cloud technologies into the procurement and vendor management functions. Implement improved software and hardware asset management and optimized software licensing.



# Branch - Information Technology

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Program Management and Corporate Initiatives

#### Results to be Achieved

This program includes the Office of the General Manager for Corporate Services and the Corporate and Departmental Initiatives section, which includes Open City. This program area provides leadership for priorities within the Corporate Services Department and for broader corporate initiatives focused on advancing *The Way Ahead* and Council priorities. The program currently oversees the Department's Modernization Agenda, the Open City Initiative and the City's Shared Services program. Service standards are focused on leadership and direction for Corporate and Departmental Initiatives, and on providing valued and timely information to Council to support direction-setting and decision-making.

#### Cost Drivers

- The number and scope of major corporate and departmental initiatives.

#### Policy and/or Legislation

City Policy C581 - Open City

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	3,521	2,995	3,234	3,637	3,767	3,897
Subtotal	3,521	2,995	3,234	3,637	3,767	3,897
Intra-Municipal Recoveries	(208)	(235)	(224)	(208)	(208)	(208)
Net Operating Requirement	\$3,313	\$2,760	\$3,010	\$3,429	\$3,559	\$3,689
Full-Time Equivalents	19.5	19.5	23.0	23.0	23.0	23.0

#### 2015 Services

- In 2015 this program fully established the Corporate and Department Initiatives portfolio with a focus on maturing the City's information management efforts. The Open City Initiative was further advanced, particularly in the areas of open data and advanced analytics.

#### Changes in Services for 2016 - 2018

- For 2016 - 2018, the Corporate and Departmental Initiatives program will focus on continuing to lead in the areas of collaboration, transparency and inclusiveness by advancing the Open City program. Additional datasets will be released on an on-going basis and collaboration with partners in the Metropolitan Edmonton region will allow for increased citizen engagement through the centralization of open data. In addition, the information management program will facilitate the development of the Open City Data Hub (corporate data warehouse) in order to provide for improved access to information in addition to increased data analytics.

# Branch - Information Technology

## Program - Applications Title - Operating Impacts of Capital

## Operating Impacts of Capital Funded

### Results to be Achieved

This service package will aim to achieve the following results:

- 1) Meet software maintenance compliance requirements
- 2) Meet audit requirements
- 3) Meet business requirements from other departments by automating manual processes

### Description

In order to fully support business units across the corporation, the IT Branch must take on additional software licence agreements and increase functionality of software and platforms. This includes the implementation of the following new functionality:

Convert Tririga (facility management) reports to a new format  
Enhance Tririga (facility management)  
Purchase and maintain common desktop applications  
Open Data and GovStat Support Services  
Debt Management System Replacement  
Fleet Services Parts Automation  
Open Government Mobility Apps  
Security Weaver (maintenance for additional licences purchased)  
Work Manager (maintenance for additional licences purchased)  
Winshuttle (maintenance for new licences)

### Justification

The IT Branch acquires software on behalf of the corporation in order to automate manual processes and improve productivity. Software licensing agreements with vendors require the purchase of maintenance (typically 20% of the initial purchase price per year) in order to receive ongoing support of the product from the vendor. Maintaining these software maintenance agreements with the vendors allows the City to access vendor support for complex issues including software patches, software upgrades and adding capacity. The software included in this service package provides enhanced end-user functionality which supports the various areas of business. If funding is not provided, the City will not be able to pay software vendors and will need to decrease software functionality and decrease the number of software users in order to be compliant with existing signed software contracts.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	\$263	-	\$263	-	\$96	-	\$96	-
Total	-	-	-	-	\$263	-	\$263	-	\$96	-	\$96	-

# Branch - Law

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## Introduction

Working closely with our clients, the Law Branch leverages knowledge of the City's organization and operations with expertise in municipal law, risk management and security to provide valued advice and support throughout the corporation. Innovating our core business is essential in providing the excellent service and support needed to enable success in the City's many projects, initiatives, and day to day operations. Given increasing demand for service from the public in an uncertain economic climate, the Law Branch strives to support its clients in modern and cost-effective ways. In order to accomplish this, the branch must work towards integrating the ever-changing technology and practices found externally in law firms while increasing capacity to efficiently collaborate with clients internal to the City of Edmonton.

The Legal Section initiates legal action, prosecutes bylaws, and provides legal defence in actions brought against the City. Our solicitors review and draft bylaws and contracts and work closely with the program areas providing daily ongoing legal support.

To protect City assets and reduce the cost of insurance, the Law Branch is responsible for security and risk assessments of both new and existing public facilities. The Risk Management and Corporate Security sections work directly with other departments on daily oversight of security and risk issues. The Claims/Risk area is responsible for placing insurance for the corporation and adjudicating claims for the City as a whole.



Like other branches within Corporate Services, the Law Branch continues to support the core business, projects, and initiatives led by other areas of the City of Edmonton. This model keeps client satisfaction at the heart of our work, whether we are supporting the greater good through expropriation, keeping the needs of citizens in mind through Risk Management and Corporate Security, or continuing to build relationships and processes that support the *OneCity* approach. Our branch staff are highly engaged in providing the best support possible through expertise, creativity, and a positive manner. An important focus through 2016-2018 is the modernization of our practices, which will allow the Law Branch to deliver this high quality service to clients in a time of fiscal uncertainty.

## Branch - Law

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### Positive Change - Innovation & Continuous Improvement

The Law Branch is planning the following Positive Change initiatives for 2016 - 2018:

**Implement Transit Computer-Aided Dispatch (2016):** Partner with Edmonton Transit security to have system in the City Hall Monitor Room. Will provide real-time information on location of the downtown peace officers to improve incident response time. No impact to budget.

**Implement Online Client Tools and FAQs (2017):** Provide resources and training to clients to complete low-risk work independently. This includes developing and making available online resources such as "Standard Form" agreements and FAQs. No impact to budget.

**Adopt Analytics Approach to Review and Interpret Documents (2017):** Receive documents directly from client departments and through the analytics tool, cull and remove duplicates and reduce the amount of email chains within our paper and electronic files. Will be used for document production in lawsuits and potentially for FOIP requests. Potential savings of employee time will be reallocated within the branch.

**Implement Automated Security Planning Tool (2017):** Corporate Security provides significant support when events are being planned for Churchill Square. Identifying, developing, and implementing an automated security planning tool will create efficiencies and consistency, and reduce the amount of staff time devoted to planning for low-risk events. Potential savings of employee time will be reallocated within the branch.



## Branch - Law

### Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$43	\$2	\$-	\$-	\$-	\$-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$43</b>	<b>\$2</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Corporate Security	1,652	1,656	1,770	1,830	1,861	1,885
Legal Services	5,832	6,411	7,187	7,405	7,569	7,789
Risk Management	1,474	1,483	1,623	1,696	1,737	1,784
<b>Total Expenditure &amp; Transfers</b>	<b>\$8,958</b>	<b>\$9,550</b>	<b>\$10,580</b>	<b>\$10,931</b>	<b>\$11,167</b>	<b>\$11,458</b>
<b>Net Operating Requirement</b>	<b>\$8,915</b>	<b>\$9,548</b>	<b>\$10,580</b>	<b>\$10,931</b>	<b>\$11,167</b>	<b>\$11,458</b>
<b>Full-time Equivalents</b>	87.0	87.0	98.0	98.0	98.0	97.0

## Branch - Law

### Approved 2016-2018 Budget - Branch Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$43	\$2	\$-	\$-	\$-	\$-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$43</b>	<b>\$2</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	9,387	10,292	11,952	12,447	12,740	12,956
Materials, Goods, and Supplies	345	371	353	424	432	429
External Services	2,828	2,303	2,224	2,302	2,353	2,405
Intra-municipal Charges	358	290	275	289	292	295
Utilities & Other Charges	268	297	250	250	250	250
Subtotal	13,186	13,553	15,054	15,712	16,067	16,335
Intra-municipal Recoveries	(4,228)	(4,003)	(4,474)	(4,781)	(4,900)	(4,877)
<b>Total Expenditure &amp; Transfers</b>	<b>\$8,958</b>	<b>\$9,550</b>	<b>\$10,580</b>	<b>\$10,931</b>	<b>\$11,167</b>	<b>\$11,458</b>
<b>Net Operating Requirement</b>	<b>\$8,915</b>	<b>\$9,548</b>	<b>\$10,580</b>	<b>\$10,931</b>	<b>\$11,167</b>	<b>\$11,458</b>
<b>Full-time Equivalents</b>	<b>87.0</b>	<b>87.0</b>	<b>98.0</b>	<b>98.0</b>	<b>98.0</b>	<b>97.0</b>

# Branch - Law

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## Budget Changes for 2016-2018

(\$000)

### Revenue & Transfers - Changes

No changes to Revenue & Transfers.

### Expenditures & Transfers - Changes

#### Personnel

There are 2016-2018 increases of \$495, \$293, and \$290 respectively to account for approved cost of living adjustments, movement towards job rate, and benefit changes. There is a reduction of \$74 and 1.0 FTE in 2018 for a Lawyer currently working on the Metro Line LRT Project which is offset by a reduction to Intra-municipal Recoveries (below).

#### Materials, Goods, and Supplies

There are 2016-2018 increases of \$73, \$22 and \$5 respectively to reflect expenditure trends and to meet anticipated demands. There are also reductions of \$25 over 2016-2018 which are attributable to contributions towards the Innovation and Continuous Improvement Program.

#### External Services

There are 2016-2018 increases of \$78, \$51, and \$52 respectively for security contract costs to align budgets with actual expenditure trends.

#### Intra-municipal Charges

There are 2016-2018 adjustments of \$20 to align budgets with actual expenditure trends and commitments. The majority of these increases are related to staff support services.

#### Utilities & Other Charges

No changes.

#### Intra-municipal Recoveries

Shared service recoveries from the Current Planning Branch and Waste Management are increasing by \$220 and \$20 in 2016 due to increasing demands on the Law Branch's services which is partially offset with a decrease in recoveries for Drainage Services \$68. An inflationary increase has been applied to shared service recoveries for 2017 and 2018. There are 2016-2018 increases of \$53, \$26, and \$27 for increased security demands.

### Full-Time Equivalents - Changes

There will be a decrease in 2018 of 1.0 FTE for a Lawyer currently working on the Metro Line LRT Project.



# Branch - Law

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Corporate Security

#### Results to be Achieved

Corporate Security seeks to mitigate security risks for City assets and contribute to the improved livability for citizens of Edmonton. The unit will continue to proactively manage these risks through various security principles to reduce the number and severity of incidents. Success is achieved when targets are met or exceeded for the following metrics:

- Client satisfaction >75%
- Employee satisfaction >75%
- # of Security Incidents including Alarms (Reduce)
- % Security Audit recommendations adopted >75%

#### Cost Drivers

- Number of facilities and employees to protect
- Number of special events to secure
- Demand for contracted guard services

#### Policy and/or Legislation

N/A

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$43	\$2	\$-	\$-	\$-	\$-
Expenditures & Transfers	3,738	3,175	3,291	3,415	3,479	3,538
Subtotal	3,695	3,173	3,291	3,415	3,479	3,538
Intra-Municipal Recoveries	(2,086)	(1,519)	(1,521)	(1,585)	(1,618)	(1,653)
Net Operating Requirement	\$1,609	\$1,654	\$1,770	\$1,830	\$1,861	\$1,885
Full-Time Equivalents	10.0	10.0	10.0	10.0	10.0	10.0

#### 2015 Services

- Physical Security - Planning for city facilities, Special Events, Security Audits, and Guard Contract.
- Personnel Security – Security Awareness Seminars and Executive VIP Protection.
- Investigations – Internal/External, Law Enforcement Interface and workplace substance abuse/violence.
- Security Planning and Liaison – Emergency planning, work stoppage plans, floor plan reviews, security system proposals and community security and crime prevention program liaisons.

#### Changes in Services for 2016 - 2018

- Civic Accommodation Building
  - Physical security planning of new spaces, including creation of post orders/procedures
  - Training of employees (on new systems or procedures, perhaps reception staff)
  - Programming of new access and new POSSE accounts
  - Decommissioning of old offices spaces (CN, HSBC, Scotia Place)
- Civic Events Security Planning - Increased events in 2016 will strain Security Advisor resources.
- Transportation Pay and Display Project implementation.
- Security design and planning for the Northeast Transit Garage.
- C-Cure 9000 security upgrade.

# Branch - Law

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Legal Services

#### Results to be Achieved

Legal Services is comprised of two sections: Solicitors and Litigation. Litigators initiate legal action, prosecute bylaws, and provide legal defence in actions brought against the City. Solicitors review and draft bylaws and contracts and work closely with the program areas providing daily ongoing legal support. Success is achieved when targets are met or exceeded for the following metrics:

- Client satisfaction >75%
- Employee satisfaction >75%
- % of lawsuits resolved in favor of the City or within settlement range >85%
- Conviction rate on bylaw prosecutions >90%
- Amount of claim paid in Statements of Claim served on City <10%

#### Cost Drivers

- Complexity and number of City projects
- Complexity and number of actions brought against the City

#### Policy and/or Legislation

N/A

#### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	7,834	8,684	9,928	10,367	10,609	10,764
Subtotal	7,834	8,684	9,928	10,367	10,609	10,764
Intra-Municipal Recoveries	(2,002)	(2,273)	(2,741)	(2,962)	(3,040)	(2,975)
Net Operating Requirement	\$5,832	\$6,411	\$7,187	\$7,405	\$7,569	\$7,789
Full-Time Equivalents	59.0	59.0	69.0	69.0	69.0	68.0

#### 2015 Services

- Support for major projects including: Downtown Arena, Edmonton Civic Tower, 2022 Commonwealth Games bid, Metro and Valley Line LRT, Vehicle for Hire Bylaw, Galleria project, and Blatchford Redevelopment.
- Legal advice on the *Big City Charter* and the *Municipal Government Act* review.
- Involved in access closures and compensation claims for the LRT, an annexation hearing, a National Energy Board hearing, and alternative dispute resolution procedures relating to construction claims.
- New FTEs were added to the Legal Services complement in 2015 in order to ensure work was being done at the right level and to increase capacity for client projects, many of which are listed above.

#### Changes in Services for 2016 - 2018

- Continuing support for the major projects listed above.
- Support for potential affordable housing initiatives, a municipal development corporation, further LRT expansion, sporting event bids, increased assessment appeals and growing procurement complexity.
- 2017 municipal election and re-write of the *City Administration Bylaw*.

## Branch - Law

### Approved 2016 - 2018 Budget - Program Summary

#### Program Name - Risk Management

##### Results to be Achieved

Risk Management provides insurance for the City as a whole and project-specific insurance as required. It undertakes risk analysis reviews and risk control inspections of City facilities to enable our clients to achieve their business objectives. Claims adjusters investigate and resolve claims made by and against the City before they go to litigation. Success is achieved when targets are met or exceeded for the following metrics:

- Client satisfaction >75%
- Employee satisfaction >75%
- Claims settled without proceeding to litigation >95%
- % Risk control recommendations adopted >75%
- Insurance premium as percentage of total assets <.50%

##### Cost Drivers

- Complexity and number of City projects.
- Severe weather events.

##### Policy and/or Legislation

N/A

Resources	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015	Budget	Budget	Budget
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	1,614	1,694	1,835	1,930	1,979	2,033
Subtotal	1,614	1,694	1,835	1,930	1,979	2,033
Intra-Municipal Recoveries	(140)	(211)	(212)	(234)	(242)	(249)
Net Operating Requirement	\$1,474	\$1,483	\$1,623	\$1,696	\$1,737	\$1,784
Full-Time Equivalents	18.0	18.0	19.0	19.0	19.0	19.0

##### 2015 Services

- Valley Line LRT Insurance Schedules
- Large volume of pothole claims
- Arena district insurance

##### Changes in Services for 2016 - 2018

- Development of corporate course of construction insurance program.
- Changes in processes due to introduction of incident reporting module.

# Branch - Office of the City Clerk

## Introduction

The Office of the City Clerk is committed to providing transparent, non-partisan support and resources to elected officials in their pursuit of effective governance, as expected by the citizens of Edmonton. Ensuring citizens have opportunities to engage in civic affairs and to exercise their democratic rights are pillars of our role.

The 2014 census reported a population of 877,926, an increase of 60,428 over the 2012 census. With this increase comes growing expectations for more participation, timely access to information, and transparency in operations. We promote innovative methods to reduce barriers to participation and engage citizens in local government, whilst facilitating and optimizing open and transparent government and access to information.

The Office of the City Clerk plays a pivotal role in the City's capacity to advance *The Way Ahead* by supporting excellence in the City's operational environment as part of the Conditions of Success. This is accomplished with an engaged team of employees who embrace continuous improvement opportunities, and draw from a collective wisdom based on sound legislative processes, experience and dedication to customer service.

The next three years call for modernization efforts to our core business operations and a progressive orientation to building capacity, enabling success, all underpinned by a fiscally prudent approach. We are focused on enhanced service delivery through ongoing assessment and improvement of operations to serve our client group (Council, citizens and Administration). Initiatives include investment in meaningful learning experiences for citizens, building organizational capacity for employees to be more informed on governance processes, optimizing technology to modernize business models that drive efficiency and effectiveness, continued legislative compliance, and records management practices that include a paper-reduction strategy which are essential to City operations.

Our core services and their delivery strategically align with corporate objectives, which include:

- Supporting 60 civic agencies, boards and commissions
- Providing legislative advice and secretariat to Council and Committee meetings and three civic tribunals
- Providing governance support to elected officials and procedural advice to administration
- Conducting a general municipal election every four years and a civic census every two years
- Supporting corporate records management systems
- Maintaining and protect the official corporate record of the municipality
- Facilitating access to information and protection of privacy
- Providing administrative support and financial services to elected officials



*Public Hearing by Jennie Vegt Office of the City Clerk Leadership Principles Word Cloud*

# Branch - Office of the City Clerk

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## Positive Change - Innovation & Continuous Improvement

The Office of the City Clerk is committed to facilitating, cultivating and implementing innovative programs, initiatives, technologies and business models towards:

- improving the efficiency and sustainability of municipal operations; and
- adapting to the changing demographics and expectations of a growing population through increased productivity, innovation and continuous improvement.

Planned initiatives in 2016 - 2018 include:

**Paperless Council Agenda** (2015-2017): Reduce Corporate reliance on paper in governance processes through effective modernization and optimization of technology and processes. Eliminate/reduce printing and delivery of paperless agenda and improve ease of use for stakeholders. Enable additional review time for Councillors, with increased ease of access to reports and ease of distribution of late reports.

**Online Civic Census** (2015-2018): Advance a paperless census for the 2016 census through the use of tablet devices for door-to-door census collection, together with an online option (introduced in 2014) for citizens to enter their own census data. For the 2018 census, increase promotion of the online component with the intent of phasing out door-to-door collection in the future. Estimates are based on at least 35% online completion in 2016 (\$2/household completed) and for 2018 estimates are based on at least a 40% online completion.

**Setting the Record Straight** (2015-2018): Continue the corporate-wide annual records awareness and cleanup campaign, which modernizes records management activities, resulting in reduced corporate risk and demands for records storage.

**Tribunals Technology** (2015-2016): Launch the online training and citizen self-assessment appeal tools for Tribunals. Optimize meeting room technology to provide interactive paperless agendas and materials.

**E-Recruitment for Boards and Committees** (2015-2016): Transition from a paper-based system to an electronic application system, providing electronic copies to Council, and automatic generation of documents. Enhance efficiency over time to result in further staffing efficiencies, to be allocated to other priorities

**City Hall Interface** (2015-2017): Use existing educational materials to expand and modernize governance training opportunities for citizens and staff. Opportunities for training include online modules and tools, interactive classrooms and off-site locations.

## Branch - Office of the City Clerk

### Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$1,860	\$735	\$733	\$733	\$2,333	\$733
Grants	80	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$1,940</b>	<b>\$735</b>	<b>\$733</b>	<b>\$733</b>	<b>\$2,333</b>	<b>\$733</b>
<b>Expenditure &amp; Transfers</b>						
Elections and Census	4,408	2,617	2,117	2,833	4,693	2,879
Governance, Tribunals, Corporate Records and Administration	8,052	7,969	8,826	8,800	8,960	9,134
<b>Total Expenditure &amp; Transfers</b>	<b>\$12,460</b>	<b>\$10,586</b>	<b>\$10,943</b>	<b>\$11,633</b>	<b>\$13,653</b>	<b>\$12,013</b>
<b>Net Operating Requirement</b>	<b>\$10,520</b>	<b>\$9,851</b>	<b>\$10,210</b>	<b>\$10,900</b>	<b>\$11,320</b>	<b>\$11,280</b>
<b>Full-time Equivalents</b>	89.1	70.1	68.1	68.1	68.1	68.1

## Branch - Office of the City Clerk

### Approved 2016-2018 Budget - Branch Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$1,860	\$735	\$733	\$733	\$2,333	\$733
Grants	80	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$1,940</b>	<b>\$735</b>	<b>\$733</b>	<b>\$733</b>	<b>\$2,333</b>	<b>\$733</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	7,496	6,399	6,960	7,085	8,380	7,484
Materials, Goods, and Supplies	568	382	501	596	581	573
External Services	2,744	2,476	1,970	2,620	3,358	2,620
Fleet Services	13	15	14	16	16	16
Intra-municipal Charges	700	447	222	210	213	215
Utilities & Other Charges	939	867	1,276	1,106	1,105	1,105
Subtotal	12,460	10,586	10,943	11,633	13,653	12,013
Intra-municipal Recoveries	-	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>\$12,460</b>	<b>\$10,586</b>	<b>\$10,943</b>	<b>\$11,633</b>	<b>\$13,653</b>	<b>\$12,013</b>
<b>Net Operating Requirement</b>	<b>\$10,520</b>	<b>\$9,851</b>	<b>\$10,210</b>	<b>\$10,900</b>	<b>\$11,320</b>	<b>\$11,280</b>
<b>Full-time Equivalents</b>	89.1	70.1	68.1	68.1	68.1	68.1



# Branch - Office of the City Clerk

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## Budget Changes for 2016-2018 (\$000)

### Revenue & Transfers - Changes

2017 reflects a one-time increase of \$1,600 for the 2017 Municipal Election.

### Expenditures & Transfers - Changes

#### Personnel

There is a 2016-2018 increase of \$25, \$194, and \$205 respectively to account for approved cost of living adjustments, movement towards job rate, and benefit changes. 2016 also reflects a service package to reinstate funding of \$100 for Election and Census. 2017 reflects a one-time increase of \$1,100 for staff funding for the 2017 Municipal Election

#### Materials, Goods, and Supplies

Reductions of \$28 over 2016-2018 are attributable to contributions towards the Innovation and Continuous Improvement Program. There is an increase of \$30 in 2016 related to software fees for the Paperless Agenda Initiative. 2016 also reflects a service package to reinstate funding of \$70 for Election and Census.

#### External Services

There is an increase of \$150 in 2016 for ongoing expenditures relating to the Annual Corporate Records Clean-up Program and video and training materials. 2016 also reflects a service package to reinstate funding of \$500 for Election and Census.

#### Intra-municipal Charges

There are 2016-2018 adjustments to special duty policing (Edmonton Salutes) and custodial charges to align budgets with actual expenditure trends and commitments.

#### Utilities & Other Charges

Reductions of \$199 in 2016 are related to decreases to the Capital Region Board membership and the TransCanada Yellowhead Highway membership. 2016 also reflects a service package to reinstate funding of \$30 for Election and Census.

### Full-Time Equivalents - Changes

No changes to Full Time Equivalents.

# Branch - Office of the City Clerk

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Elections and Census

#### Results to be Achieved

To conduct the 2016 and 2018 civic census; to conduct the 2017 municipal election; to conduct a Ward Boundary correction in 2016; to conduct a Ward Boundary review following the 2017 municipal election; and to validate legal petitions made to the City. The goal of the program is to remove barriers for eligible voters, ensure that all residents of the city are located and counted, and that petition requirements are in compliance.

#### Cost Drivers

- Population growth in the city, resulting in increased costs to maintain service levels
- Adoption of online technologies resulting in more efficient and accurate data collection and potential reduction of census operation costs by 2018

#### Policy and/or Legislation

*Municipal Government Act; Local Authorities Election Act; Freedom of Information and Protection of Privacy Act; Alberta Regulation 92/2001; Election Bylaw 16311; Municipal Census Policy C520B; Ward Boundary Design C469A*

Resources	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015	Budget	Budget	Budget
			Budget			
Revenue & Transfers	\$1,501	\$213	\$213	\$213	\$1,813	\$213
Expenditures & Transfers	4,408	2,617	2,117	2,833	4,693	2,879
Subtotal	2,907	2,404	1,904	2,620	2,880	2,666
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$2,907	\$2,404	\$1,904	\$2,620	\$2,880	\$2,666
Full-Time Equivalents	26.0	9.0	9.0	9.0	9.0	9.0

### 2015 Services

Results being achieved in 2015:

- 2016 Paperless Census project preparations including development of questions, business requirements, and purchase of tablets.
- 2017 Municipal Election preparations including Ward Boundary Correction and commencing engagement strategy for understanding voters needs with identified groups.
- Conduct the 2015 Edmonton Public School Board By-Election - 28 September 2015.
- Federal Election - By-Election readiness: If a City Councillor is elected, the City would be required to hold a by-election in 2016.

### Changes in Services for 2016 - 2018

- 2016 Ward Boundary Correction review
- 2016 paperless census - use of tablet devices for door-to-door census collection, together with the online option (introduced in 2014) for citizens to enter their own census data. Savings to be reallocated in 2016 for technology requirements.
- 2017 General Municipal Election
- 2018 Ward Boundary Review
- For the 2018 census, increased promotion of the online component will be increased with the intent of phasing out of door-to-door collection in the future.

# Branch - Office of the City Clerk

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Governance, Tribunals, Corporate Records and Administration

#### Results to be Achieved

To support democratic governance by managing Council and Committee meetings, facilitating public input and access to decisions, managing tribunals bodies, supporting civic agencies, overseeing an effective corporate records program, managing a Freedom of Information and Protection of Privacy program, and providing support to elected officials.

#### Cost Drivers

- # of Councillors, committees, agencies/boards, tribunal meetings, agendas, reports, speakers, Board recruitment, records, bylaws, contracts, requests for information
- Increase in large-volume high profile FOIP requests
- Adoption of online technologies
- Changes in economic conditions in the City (drives development and land assessments)

#### Policy and/or Legislation

*Municipal Government Act; Freedom of Information and Protection of Privacy Act; Procedures and Committees Bylaw 12300 and various other City Bylaws and Policies*

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$439	\$522	\$520	\$520	\$520	\$520
Expenditures & Transfers	8,052	7,969	8,826	8,800	8,960	9,134
Subtotal	7,613	7,447	8,306	8,280	8,440	8,614
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$7,613	\$7,447	\$8,306	\$8,280	\$8,440	\$8,614
Full-Time Equivalents	63.1	61.1	59.1	59.1	59.1	59.1

#### 2015 Services

- Governance: Council and Committee support including development of business requirements and user testing towards full implementation of the Paperless Council Agenda in 2016; continued public outreach and education sessions.
- Corporate Records: operation of the Corporate Records Centre and the provision of advice on standards and processes associated with corporate records; provision of materials and training to facilitate the completion of the paper record cleanup in downtown and satellite city facilities (Setting the Record Straight initiative).
- Tribunals: quasi-judicial administrative support to the Tribunals; development of change management and business requirements to integrate the paperless initiative into the SDAB hearing process and greater access to documents for the public and Board Members.
- FOIP and Information Services: development of introductory online course, response to FOIP, bylaw and information requests, management of corporate privacy breaches.

#### Changes in Services for 2016 - 2018

- Increase public understanding of City Hall and Tribunals through enhanced interactive processes
- New Council Orientation including paperless agenda
- New Corporate Records taxonomy and file structure implementation in Google

# Branch - Office of the City Clerk

## Program - Elections and Census Title - Election & Census

Growth on Existing Service  
Funded  
On-going

### Results to be Achieved

A biennial municipal census is scheduled for 2016 and 2018. The census is the official count of population living in dwelling units in the City of Edmonton, conducted every two years pursuant to Council Policy C520B. Current, reliable census data is an essential tool to the City, its partners, business and community organizations. Census data enables stakeholders to anticipate and adapt to change. Basing decisions on constantly updated demographics results in more appropriate, proactive use of revenue and resources, and expeditious per-capita grants. The municipal census results are available by September of the census year. The Federal Census is occurring in May 2016. Basic demographic results would be available spring 2017. The balance of the results are released after the basic demographic over the two years following the Federal census.

The Local Authorities Election Act requires a general election be held in October 2017. This democratic process enables city electors to choose the Mayor, Councillors and Trustees for the next four-year term.

This package will reinstate funding for the Elections and Census Program. This level of funding will finance the 2016 Census, 2017 Election, and 2018 Census. Alternatively, Council may wish to not complete the 2016 Census, and to defer funding to the Elections and Census Program until 2017, which will provide adequate funding for the 2017 Election and 2018 Census

### Description

Conducting a municipal census is an essential opportunity to obtain current census information. Census data is obtained through the door to door canvassing of neighbourhoods. Additionally, there is an option to complete the census online. Businesses and community organizations use the census data for marketing and planning purposes.

The 2017 General Election is planned and implemented in accordance with provincial and municipal legislation. Citizens must be made aware of all nominations, voting opportunities and where to vote on election day. The election results must be timely and accurate.

### Justification

In 2013, \$500,000 was removed from the Elections and Census Program budget as a cost saving. This cost saving satisfied the required reduction for the year without negatively impacting departmental FTEs. The 2014 Census was conducted pursuant to Council Policy, recognizing the reduction package, resulting in a deficit budget. This reinstates full funding for the Elections and Census Program recognizing the cost of the program's activities, with the addition of annualized increases.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$700	-	700	-	\$1,838	1,600	238	-	(\$1,838)	(1,600)	(238)	-
<b>Total</b>	<b>\$700</b>	<b>-</b>	<b>700</b>	<b>-</b>	<b>\$1,838</b>	<b>1,600</b>	<b>238</b>	<b>-</b>	<b>(\$1,838)</b>	<b>(1,600)</b>	<b>(238)</b>	<b>-</b>