

Corporate Services

Mission

We provide quality, best value shared service and expertise to our customers. We support the Senior Management Team in the strategic direction of the corporation.

Overview

The Corporate Services Department provides internal administrative/support services necessary for the City to function including finding and keeping staff, managing the supply chain of goods and services, providing services that keep our fleet on the road and our computer-based programs running, managing the legal complexities of the corporation, and supporting the process of municipal government. This department also administers public-facing services through the City's website and the 311 contact centre.

As visible in our Department's Strategic Roadmap, Corporate Services is focused on providing efficient and well managed services that support our client departments' businesses thereby moving the City towards its ten-year goals and 30-year vision.

Major Services & Activities

Customer Information Services (CIS)

- 311
- Inside Information
- Web Office

Law

- Legal Advice and Representation
- Risk Management
- Corporate Security

Human Resources (HR)

- Recruitment
- Employee Safety and Wellness
- Payroll
- Labour Relations and Compensation
- Branch and Talent Management
- Staff Support Services

Materials Management (MM)

- Procurement Service
- Supply Chain Management
- Corporate Mail Processing
- Digital Print Services

Information Technology (IT)

- IT Planning & Innovation
- IT Service & Solution Delivery
- IT Service & Solution Operations
- IT Security & Accessibility
- Corporate IT Sustainability

Office of the City Clerk (OCC)

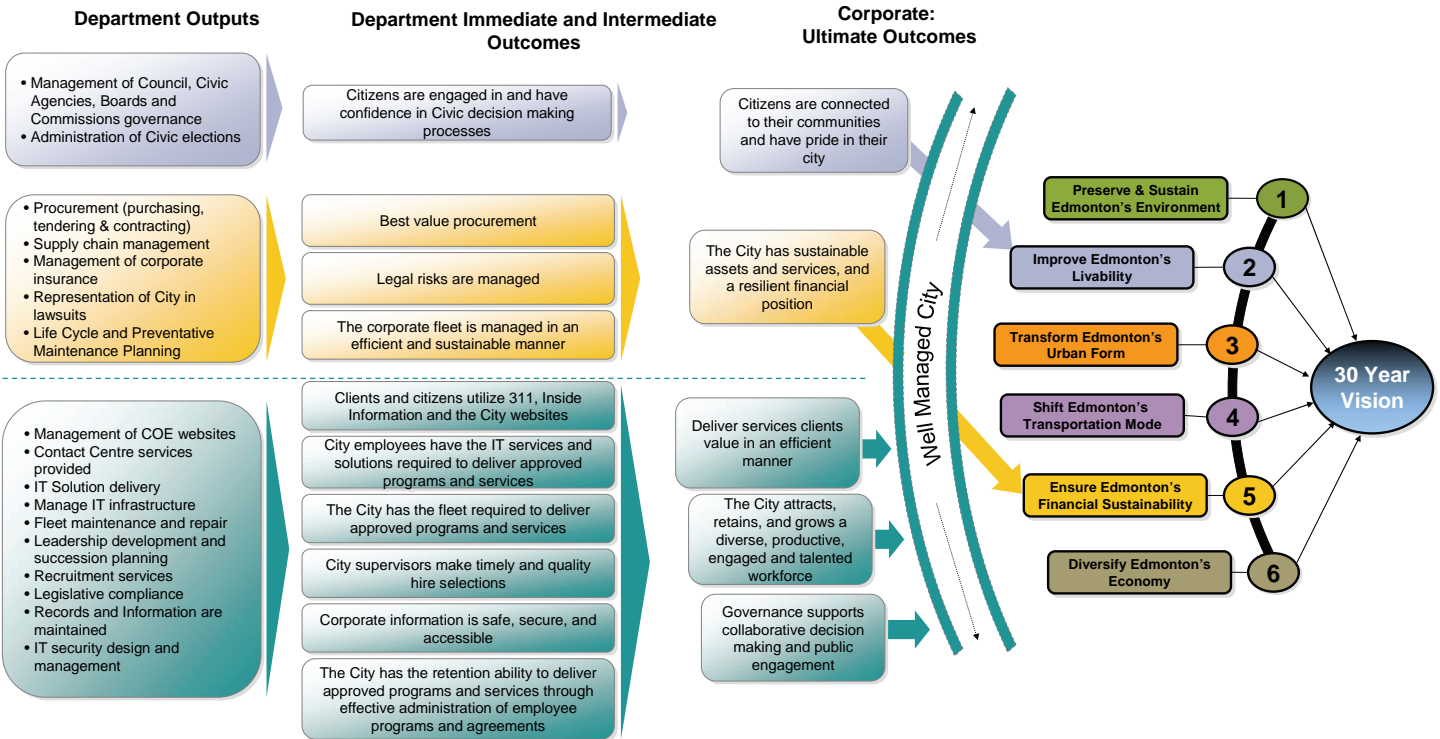
- Census and Election Services
- Corporate Records
- Tribunal Management
- Civic Agencies
- Meeting Management
- Information Services
- Council Services and Administration
- Civic Events

Fleet Services is presented as a separate program



Corporate Services

Strategic Road Map



Immediate and Intermediate Outcomes and Measures

Outcome	Measure
1. Citizens are engaged in and have confidence in Civic decision making processes	<ul style="list-style-type: none"> Citizens feel they have opportunities for input into decision making process (OCC)
2. Best value procurement	<ul style="list-style-type: none"> Percentage of tendered purchases (MM)
3. Legal risks are managed	<ul style="list-style-type: none"> Amount paid to resolve a legal action compared to amount claimed (Law) Corporate insurance premium to asset ratio (Law)
4. The corporate fleet is managed in an efficient and sustainable manner	<ul style="list-style-type: none"> Fleet maintenance cost (\$/km) (Fleet Services)
5. Clients and citizens utilize 311, Inside Information and the City's websites	<ul style="list-style-type: none"> Customer Information Services utilization levels (CIS)
6. City employees have the IT services and solutions required to deliver approved programs and services	<ul style="list-style-type: none"> Strategic Information Technology client satisfaction levels (IT)
7. The City has the fleet required to deliver approved programs and services	<ul style="list-style-type: none"> Fleet availability needs are met (Fleet Services)
8. City supervisors make timely and quality hire selections	<ul style="list-style-type: none"> Quality of Hire Scores (HR) Time to fill (HR)
9. Corporate information is safe, secure, and accessible	<ul style="list-style-type: none"> Citizens/Clients feel that information is accessible, secure, and managed (IT/OCC)
10. The City has the retention ability to deliver approved programs and services through effective administration of employee programs and agreements	<ul style="list-style-type: none"> Staff turnover rate (HR)

Corporate Services

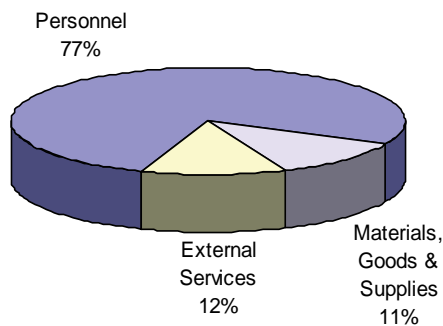
Approved 2010 Operating Budget

Corporate Services—Program Summary by Expenditure type (\$000)

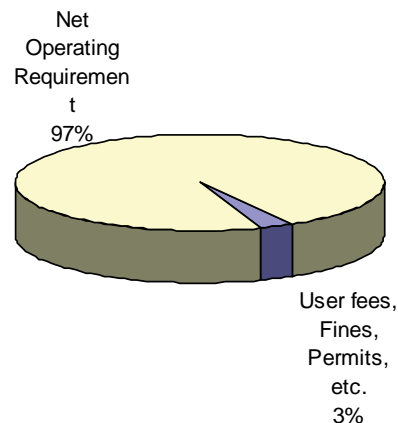
Operating Budget								
	2008 Actual	2009 Adjusted Budget	Revenue & Cost Impacts*	Service & Budget Review	Service Needs	2010 Approved Budget	% Change 09 to 10	2011 Forecast
Revenues & Transfers								
User fees, Fines, Permits, etc.	\$ 1,389	\$ 903	\$ (105)	-	\$ 2,061	\$ 2,859	216.4	\$ 1,539
Grants	-	163	(163)	0	-	-	(100.0)	-
1 Total Revenue & Transfers	1,389	1,066	(268)	-	2,061	2,859	168.0	1,539
Expenditures:								
2 Personnel	67,313	74,086	4,975	0	3,575	82,636	11.5	88,180
3 Materials, Goods & Supplies	8,949	11,689	289	0	342	12,320	5.4	12,358
External Services	13,722	12,297	(1,560)	0	1,994	12,731	3.5	11,006
Intra-municipal Services	2,522	(897)	(820)	0	157	(1,560)	73.9	(1,752)
Sub total	92,505	97,175	2,884	0	6,068	106,127	9.2	109,792
4 Intra-municipal Recoveries	(11,392)	(12,354)	(1,560)	(1,479)	(139)	(15,532)	25.7	(16,000)
Total Expenditures & Transfers	81,113	84,821	1,324	(1,479)	5,929	90,595	6.8	93,792
5 Net Operating Requirement	\$ 79,724	\$ 83,755	\$ 1,592	\$ (1,479)	\$ 3,868	\$ 87,736	4.8	\$ 92,253
6 Full Time Equivalents	835.1	933.6	(3.6)		54.0	984.0		967.0

*Cost Impacts includes : inflation on personnel and non-personnel costs, annualization, adjustments based on current performance. Revenue Impacts relate to rate and volume changes.

Where the Budget will be Spent



Funding by Source



Corporate Services

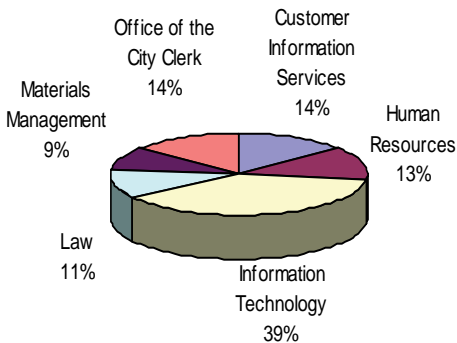
Corporate Services—Program Summary by Branch (\$000)

Operating Budget

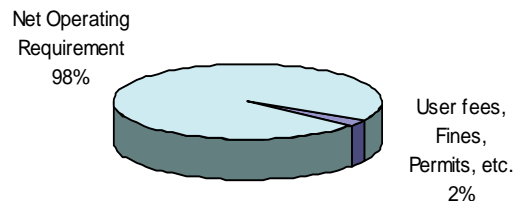
	2008 Actual	2009 Adjusted Budget	Revenue & Cost Impacts*	Service & Budget Review	Service Needs	2010 Approved Budget	% Change 09 to 10	2011 Forecast
Revenues:								
User fees, Fines, Permits, etc.	\$ 1,389	\$ 903	\$ (105)	-	\$ 2,061	\$ 2,859	216.4 #	\$ 1,539
Grants	-	163	(163)	0	-	\$ -	(100.0)	-
1 Total Revenue & Transfers	1,389	1,066	(268)	-	2,061	2,859	168.0	1,539
Expenditures:								
5 Customer Information Services	10,220	10,942	681	-	1,300	12,923	18.1	13,175
Human Resources	10,706	11,035	621	-	-	11,656	5.6	11,855
Information Technology	33,099	35,428	219	(1,000)	100	34,747	(1.9)	35,778
Law	8,636	9,736	417	-	0	10,153	4.3	10,353
Materials Management	7,444	7,835	812	(479)	-	8,168	4.3	8,291
5 Office of the City Clerk	11,008	9,845	(1,426)	-	4,529	12,948	31.5	14,340
Total Expenditures & Transfers	81,113	84,821	1,324	(1,479)	5,929	90,595	6.8	93,792
5 Net Operating Requirement	\$ 79,724	\$ 83,755	\$ 1,592	\$ (1,479)	\$ 3,868	\$ 87,736	4.8	\$ 92,253
6 Full Time Equivalents	835.1	933.6	(3.6)	0.0	54.0	984.0		967.0

*Cost Impacts includes : inflation on personnel and non-personnel costs, annualization, adjustments based on current performance. Revenue Impacts relate to rate and volume changes.

Where the Budget will be Spent



Funding by Source



Corporate Services

Budget Changes for 2010 (\$000)

Revenue and Cost Impacts on 2009 Services

Revenue Changes

20
(125)
(80)
(83)
661
1,400
1,793

Volume Changes
 Geo Edmonton-Revenue reduction (IT)
 Grant- reduction (HR)
 Grants-reduction for the Citizen and New Arrival Information Centre (CIS)
 Assessment Review Board Appeal Process (OCC)
 2010 Municipal Election - Recovery (OCC)

Change In Total Revenues

Cost Changes

2,594
1,838
55
270
(190)
120
209
323
360
(1,613)
(17)
(102)
178
105
(523)
218
(141)
(1,960)
(400)
1,324

Cost Impacts

Settlements
 Other Personnel Costs
Annualization
 Assessment Lawyer for P&D (Law)
 Assessment and taxation annualization (MM)
 Storage Shelving reduction (MM)
Historical Adjustments
 Military (OCC)
 Material Management recoveries from Fleet Services (MM)
Non-personnel Inflation
Other Major Cost Changes
 Space Rent Scotia Place (IT)
 Additional IT IDB's recoveries from Drainage / P&D (IT)
 Remedy Contract Savings (IT)
 Goldbar Reduction (MM)
 Drainage requested additional FTE / IDB Adjustment (MM)
 Contract adjustment (Law)
 Increased recoveries from Utilities (Law)
 Health Care and Telephone Adjustments (CIS)
 Reallocation of contract and various costs (HR)
 2010 Municipal Census removed (1 time)
 Corporate Services P&D Enterprise recovery.

Change In Net Operating Requirement

Service and Budget Review

(479)
(1,000)
(1,479)

Corporate Purchasing to Capital Projects (MM)
 IT Reorganization reduction (IT)

Change In Net Operating Requirement

Corporate Services

Budget Changes for 2010 continued (\$000)

Service Needs

Impact of Capital

164	Ongoing Support for Council Agenda/Minutes (OCC)
100	SAP License Operating impact (IT)
300	Web Office (CIS)

564

Change In Net Operating Requirement

Other Services

1,000	311 Wait Times (CIS)
3,500	2010 Municipal Election (OCC)
204	Assessment Review Board Legislative (OCC)
661	Assessment Review Board Appeal Process (OCC)
139	Workers Compensation Administration (HR)
(139)	Workers Compensation Administration Recovery (HR)

5,365

Change In Net Operating Requirement

Impact on Full Time Equivalents

0.4	Annualization of Assessment Lawyer (Law)
1.0	Ongoing Support for Council Agenda/Minutes (OCC)
0.5	Safety Consultant (HR)
20.0	311 Wait Times (CIS)
22.0	2010 Municipal Election (OCC)
(4.0)	2010 Municipal Census removed 1 time (OCC)
2.0	Workers Compensation Administration (HR)
8.0	Assessment Review Board Appeal Process (OCC)
2.0	Photo Enforcement Support (IT)
3.0	Historical Adjustments for Fleet Services Support (MM)
1.0	Drainage Support (MM)
1.0	SEEP
(6.5)	EMS & Gold Bar Reductions (HR and MM)

50.4

Change In Total Full Time Equivalent

Corporate Services

Notes

1. External Revenue

In 2010, Corporate Services has adjusted their revenue budget to closer reflect actual external activities. The Department will receive significant funding from the School Boards \$1.4M) to support the 2010 municipal election. Corporate Services has also decreased their anticipated collections as a result of a decrease to the STEP program and an elimination of the onetime Newcomers Grant. The other notable reduction is to the GEO Edmonton anticipated revenues from Epcor and other outside agencies.

2. Personnel and External Services

Overall, Corporate Services has inflated personnel by 4.5% and external services by 2.0% as per the 2010 budget guidelines. The additional 5.0% increase is due to additional funding for the Civic Election, Customer Information Services, Operating Impacts from Capital, Annualization and adjustments to the various branch budgets.

3. Materials Goods and Services

Overall, Corporate Services has inflated the Materials, Goods and Services budgets by 3%; 2% as per the 2010 budget guidelines and the additional 1% is primarily impacts from capital and required service needs for 311 and the Civic Election.

4. Inter and Intra Department Changes and Recoveries

Corporate Services supports the corporation through the supply of support services to Departments and City agencies. Corporate Services has done a thorough review of these billings for 2010. Generally Corporate Services bills the cost of services to the utilities such as Drainage and Waste in Asset Management and Public works, and Enterprises such as Fleet Services and the new Planning and Development Enterprise. Included are some additional billings to small agencies and boards and authorities within the City. Overall, Corporate Services has increased its billings by \$3.2M to account for the increased activities within the organization.

Corporate Services has also identified the increased demand for work on Capital projects. These billings have increased by \$1.9M. Examples of new billings are: Human Resources charge to Capital for implement changes to the Human Resource Information System (\$400K), Materials Management costs (\$479K) for purchasing activities for Capital work and Information Technology costs (\$1.0M) for the support of new technology within Capital projects.

5. Key Issues

Corporate Services has identified two key issues which are driving approximately 0.6% of the 4.8% increase to the 2010 budget. The civic election in 2010 requires \$2.1M in net tax levy to complete. The civic election is held once every three years and the 2010 budgeted amounts will be reduced in the 2011 budget. The other key requirement is an additional \$1.0M required to maintain staffing levels in 311. Which has resulted in reduced call-wait times.

6. Impact on Full Time Equivalencies

Corporate Services is requesting 50.4 new Full Time Equivalencies. The two primary increases are 22 FTE's for the civic election and 20 FTE's to support 311. There is a reduction of 6.5 FTE's related to the reduction of services formerly provided to Goldbar and Emergency Medial Services. Annualization, customer requests and historical adjustments account for the balance of the proposed increase or Full Time Equivalencies.

Corporate Services

Customer Information Services

Immediate and Intermediate Outcomes and Measures

Outcome	Measure
1. The City websites and 311 services support citizen participation	<ul style="list-style-type: none">• Citizen satisfaction levels
2. Clients and citizens utilize 311, Inside Information and the City's websites	<ul style="list-style-type: none">• Client awareness levels• Utilization levels
3. Customer Information Services is essential to the success of clients	<ul style="list-style-type: none">• Client satisfaction levels
4. The City has the contact centre and website capacity to deliver approved programs and services	<ul style="list-style-type: none">• Client department satisfaction levels

Responsibility

To offer a single point of contact to our customers through a variety of different business channels with an emphasis on efficient and cost-effective services delivered with a focus on customer service and satisfaction.

Improve Edmonton's Livability:

The centralized 311 Contact Centre, operating 24-hours per day and 365 days a year, and Edmonton.ca provide connectivity to citizens at their convenience. Citizens can access a wide range of information and services from pet licenses to transit information.

Well Managed City:

Customer Information Services provides the City Departments the ability to engage and inform citizens using 311 and the Edmonton.ca website. Inside Information, the employee contact centre, and the ecity website provides employees with information and services needed to carry out their job requirements. From obtaining an identification card to fixing a computer issue Inside Information provides information, procurement, and fulfillment of service to City employees.

Operational Challenges and Variables

Forecasting the number of calls, length of calls and when calls occur is challenging. Forecasting tools are used to assist in predicting call volume and arrival patterns to better meet service delivery. Working with client departments is critical in our ability to understand and plan for changes in our business volumes. Unplanned

events like system outages and business impacts as a result of weather events are more difficult to predict but impacts can be lessened by pooling resources and adjusting priorities.

Major Service Objectives

- Review cross-branch services to identify opportunities to increase the capacity and capability of the organization through increased efficiency and integration of responsibilities
- Increase awareness of Customer Information Services through development and implementation of a communication plan
- Improve quality of interaction with staff through enhanced coaching and training to better serve clients
- Increase cross-training of service providers to increase capacity by providing a universal responder for Inside Information requests
- Increase the number of self-service alternatives on the City of Edmonton websites to facilitate simple, easy access to municipal services
- Support increased use of online communication by client departments, including social networking and blogging, to increase community engagement
- Integration of all City of Edmonton websites under a single point of access to improve community engagement

Corporate Services

Customer Information Services

Current Service Level

Current (2009) Service Level	Key Resource Requirement	Capacity of Service	Benefits of Service
311 Provides citizens with a single point of contact for City of Edmonton information, programs and services 24-hours a day, every day of the year	Expenditures: \$6,431 FTEs: 128.5 Inter-Departmental Billing: \$(479) Revenues: \$(83) Tax Requirements: \$5,869	1.7 million calls 6,000 service scenarios	<i>The City websites and 311 services support citizen participation</i> Supports flow of information to enable City Departments to have capacity to carry out programs and services.
Inside Information Provides a single point of contact for employee service requests and information. Hours of operation: Contact services— Monday to Friday 7:00am to 5:30pm, Walk in service—Monday to Friday 8:00am to 5:00pm, on call support for technology emergencies outside of these hours	Expenditures: \$2,504 FTEs: 34.0 Inter-Departmental Billing: \$(64) Revenues: \$0 Tax Requirements: \$2,440	15,290 telephony provisioning and trouble requests 24,330 IT helpdesk requests 10,738 Corporate Identification card requests 8,690 training requests 8,420 security requests 4,380 driver permit requests 2,409 eye tests 9,787 password resets 1,113 medical test bookings 886 business card requests	<i>Customer Information Services is essential to the success of clients</i> Connects employees to the services they require to carry out their day-to-day work
Web Office Online services and information provided to citizens through Edmonton.ca, and to employees through ecity 24 hours a day	Expenditures: \$937 FTEs: 9.6 Inter-Departmental Billing: \$0 Revenues: \$0 Tax Requirements: \$937	26 websites owned 8.5 million visitors 50,000 pages reviewed and published 10 major enhancements 30 minor enhancements	<i>The City websites and 311 services support citizen participation</i> Primary communication channel with global reach and low cost per transaction. Increases citizen and employee accessibility to the City's information and services
Program Management The budget for Office of the General Manager is included as part of Customer Information Services	Expenditures: \$1,897 FTEs: 9.0 Inter-Departmental Billing: \$(285) Revenues: \$0 Tax Requirements: \$1,612		
Summary	2009	2010 (approved)	
Expenditures:	\$11,769	\$14,115	
FTEs:	181.1	201.1	
Inter-Departmental Billing:	\$(828)	\$(1,191)	
Revenues:	\$(83)	\$0	
Tax Requirements:	\$10,858	\$12,924	

Corporate Services

Customer Information Services

Strategic Initiatives

Initiative	Outcome		
Improve 311 wait times to meet the service goal of having 80% of calls answered in 25 seconds or less	Immediate & Intermediate	Ultimate	10 Year Strategic Goal / 3 Year Priority Goal
	Citizen satisfaction levels (311 service)	Clean, Safe and Welcoming City	Improve Edmonton's Livability

2010 Budget Impact

Base Amount included in 2010 Proposed Base Budget	\$1,000 (20 FTEs)
Incremental	None

Initiative	Outcome		
Develop processes to manage and implement client requested service changes across Branch services	Immediate & Intermediate	Ultimate	10 Year Strategic Goal / 3 Year Priority Goal
	The City has the contact centre and website capacity to deliver approved programs and services	Deliver services clients value in an efficient manner	Well Managed City

2010 Budget Impact

Base	Will be accomplished using existing resources
Incremental	None

Corporate Services

Human Resources

Immediate and Intermediate Outcomes and Measures

Outcome	Measure
1. City supervisors make timely and quality hire selections	<ul style="list-style-type: none">• Quality of hire measures• Time to fill
2. City employees are healthy, safe, and at work	<ul style="list-style-type: none">• Absence and inactivity rates• Long Term Disability/Short Term Disability/Workers Compensation Board costs and rates
3. The City is able to deliver approved programs and services through effective leadership, succession and workforce initiatives	<ul style="list-style-type: none">• Client satisfaction
4. The City has the retention ability to deliver approved programs and services through effective administration of employee programs and agreements	<ul style="list-style-type: none">• Turnover rate
5. The City is in compliance with legislation, standards and City directives	<ul style="list-style-type: none">• Compliance with regulations governing pay and benefits

Responsibility

Recruitment: Creates and implements strategies for attracting and hiring a diverse, skilled, and engaged workforce.

Talent Management and Organizational Development: Researches and develops best-practice programs to operate a comprehensive talent management framework.

Compensation and Classification: Develops and manages classification and compensation strategies to ensure the City is competitive in the labour market.

Labour Relations: Negotiate collective agreements; provide advice to management on the wide range of employee issues in the areas of performance management, investigations, discipline, alternative dispute resolution, and attendance management.

Payroll, Benefits, and Pension Administration.

Employee Safety and Wellness: Develops and delivers strategies, programs, and services targeted at: preventing employee injury and illness; supporting employees through periods of disability; and provide expertise in occupational illness and injury prevention.

Operational Challenges and Variables

Economic—The economy is a key driver in department service delivery decisions and workforce requirements which subsequently affects Human Resource priorities and services.

Labour Market—The external labour market is a major variable in the development of human resource strategies and programs.

Demographic—Internal workforce demographics are a major influence on human resource program priorities including succession planning, recruitment, and successfully integrating new and diverse workers.

Legislation—The City monitors and responds to external legislative changes and implements appropriate directives or procedural changes.

The Human Resources Branch supports the organization meet the challenges by implementing innovative and leading practise HR programs in the area of recruitment, leadership development, workforce and succession planning, and disability management. The 2008 HR Branch Audit concluded the Branch, “is effective in providing support on workforce and succession planning activities” and that, “the Branch is operating in a cost effective manner.”

Major Service Objectives

- Complete and pass the 2010 Corporate Occupational Health and Safety Audit and retain the Certificate of Recognition.
- Move Workers Compensation Board administration back into the organization to create a fully integrated disability management approach to lost time and prevention.
- Implement a Supervisory Recruitment Certification Program and performance-based recruitment approach to improve the quality of the hiring process.
- Finalize and deploy a new Leadership Development Program to strengthen current leaders and to grow our leaders for tomorrow.
- Prepare for the negotiations of all City collective agreements in the fall of 2010.

Corporate Services

Human Resources

Current Service Level

Current (2009) Service Level	Key Resource Requirement	Capacity of Service	Benefits of Service
Recruitment			
<p>Support entire recruitment process from attracting candidates to selection and on boarding</p> <p>Employment Outreach Programs and initiatives</p>	<p>Expenditures: \$3,018</p> <p>FTEs: 27.0</p> <p>Inter-Departmental Billing: \$(75)</p> <p>Revenues: \$0</p> <p>Tax Requirements: \$2,943</p>	<p>2,846 new hires (including permanent, temporary and seasonal)</p> <p>63,308 job applications (up 30%)</p>	<p><i>City supervisors make timely and quality hire selections</i></p> <p>City has a diverse and talented workforce to meet business objectives</p>
Employee Safety and Wellness			
<p>Support development, implementation and maintenance of OH&S Programs</p> <p>Support safety and lost time prevention programs</p> <p>Administer Workers Compensation Board and Disability</p>	<p>Expenditures: \$3,674</p> <p>FTEs: 31.0</p> <p>Inter-Departmental Billing: \$(1750)</p> <p>Revenues: \$0</p> <p>Tax Requirements: \$1,924</p>	<p>152 WCB lost time claims</p> <p>Managed 1,192 short term disability</p>	<p><i>City employees are healthy, safe, and at work</i></p> <p>Safe work Environment for Employees</p> <p>Maintain Certificate of Recognition</p> <p>City is compliant with legislative requirements</p>
Payroll			
<p>Manage the production of bi-weekly payroll</p> <p>Administer employee benefit and pension programs</p> <p>Manage employee records</p>	<p>Expenditures: \$2,481</p> <p>FTEs: 33.5</p> <p>Inter-Departmental Billing: \$(210)</p> <p>Revenues: \$0</p> <p>Tax Requirements: \$2,271</p>	<p>Process pay and manage employee records for over 11,000 employees during peak season</p>	<p><i>The City is in compliance with legislation, standards and City directives</i></p> <p>Employees are paid correctly and on time</p> <p>City is compliant with all legislative and collective agreements</p>
Labour Relations and Compensation			
<p>Negotiate and administer collective agreements</p> <p>Administer union and management job classification system</p> <p>Conduct employee investigations</p>	<p>Expenditures: \$2,515</p> <p>FTEs: 22.0</p> <p>Inter-Departmental Billing: \$(94)</p> <p>Revenues: \$0</p> <p>Tax Requirements: \$2,421</p>	<p>8 collective agreements</p> <p>153 grievances</p> <p>370 classification reviews</p>	<p><i>The City is in compliance with legislation, standards and City directives</i></p> <p>Collective Agreements are in placed and administered correctly</p> <p>Positive working relationships with City Unions</p>

Corporate Services

Human Resources

Current (2009) Service Level	Key Resource Requirement	Capacity of Service	Benefits of Service
Branch and Talent Management			
Provide overall Branch management and support	Expenditures: \$2,606 FTEs: 21.0	44 Corporate workshops hosted	<p><i>The City is able to deliver approved programs and services by addressing leadership, succession and workforce requirements</i></p> <p>City has strong sustainable leadership for today and in the future</p> <p>City has a talented and productive workforce</p>
Develop and support HR Programs such as succession management	Inter-Departmental Billing: \$(1,132) Revenues: \$(79) Tax Requirements: \$1,395	5,427 training registrations processed	
Leadership Development			
Manage Human Resources Information System initiatives			
Administer corporate training			
Staff Support Services			
Provide temporary administrative staff to departments	Expenditures: \$1,731 FTEs: 22.0	662 staff assignment placements	<p><i>The City is able to deliver approved programs and services by addressing leadership, succession and workforce requirements</i></p> <p>Client departments have their temporary staffing needs filled with qualified staff</p>
Manage outside temporary staff agencies	Inter-Departmental Billing: \$(1,731) Revenues: \$0 Tax Requirements: \$0		
Summary	2009	2010 (approved)	
Expenditures:	\$16,025	\$15,322	
FTEs:	156.5	154.5	
Inter-Departmental Billing:	\$(4,992)	\$(3,667)	
Revenues:	\$(79)	\$0	
Tax Requirements:	\$10,954	\$11,655	

Corporate Services

Human Resources

Strategic Initiatives

Initiative	Outcome		
Implement improvements to the recruitment process with a greater focus on efficiency and quality of hire	Immediate & Intermediate	Ultimate	10 Year Strategic Goal / 3 Year Priority Goal
	City supervisors make timely and quality hire selections	The City attracts, retains, and grows a diverse, productive, engaged and talented workforce	Well Managed City

2010 Budget Impact

Base	Will be accomplished using existing resources
Incremental	None

Initiative	Outcome		
Implement talent and succession management programs	Immediate & Intermediate	Ultimate	10 Year Strategic Goal / 3 Year Priority Goal
	The City is able to deliver approved programs and services through effective administration of employee programs and agreements	The City attracts, retains, and grows a diverse, productive, engaged and talented workforce	Well Managed City

2010 Budget Impact

Base	Will be accomplished using existing resources
Incremental	None

Corporate Services

Human Resources

Initiative	Outcome		
Implement Attendance improvement initiatives through sound management, innovative prevention programs, and aggressive return-to-work programs	Immediate & Intermediate	Ultimate	10 Year Strategic Goal / 3 Year Priority Goal
	City employees are healthy, safe, and at work	The City attracts, retains, and grows a diverse, productive, engaged and talented workforce.	Well Managed City

2010 Budget Impact

Base	Will be accomplished using existing resources
Incremental	None

Corporate Services

Information Technology

Immediate and Intermediate Outcomes and Measures

Outcome	Measure
1. City employees have the IT services and solutions required to deliver approved programs and services	<ul style="list-style-type: none">• Transactional Information Technology client satisfaction levels• Strategic Information Technology client satisfaction levels• Operational Information Technology client satisfaction levels
2. Corporate information is safe, secure, and accessible	<ul style="list-style-type: none">• Citizens feel information is accessible, secure, and managed• Major security breaches
3. Corporate IT services and assets are sustainable	<ul style="list-style-type: none">• IT cost as a percentage of benchmark standards• IT plans supported by value cases• IT knowledge retention

Responsibility

The Information Technology Branch leads the City in the use of information technology as a strategic asset. The Branch works together with the business to deliver the programs that move Edmonton forward.

Well Managed City:

IT provides value to the City by enabling lines of business to more efficiently provide service to citizens. It is responsible for the efficient operation of IT services and infrastructure.

Ensure Edmonton's Financial Sustainability:

The IT Branch ensures the City has sustainable information technology assets and services.

Operational Challenges and Variables

Transforming IT: The IT Branch is transforming and restructuring to improve its service delivery capability and to ensure everything we do adds value.

Outsourcing opportunities are being explored with a view to align capacity with the demand to deliver new or expanded solutions to the corporation.

New and innovative approaches to provision of information technology will be key to delivering value. Repositioning IT staff into new roles, integrated with the business, will increase the value of IT.

Making the Right IT Investment Decisions: The 2009 Corporate IT Audit highlighted major deficiencies in the Governance and Value Management of IT Investment and in the IT Assessments that feed into those decision making processes. IT Assessments were not always conducted due to lack of capacity or lack of IT involvement in the business planning processes. Over 65% of the IT Investment funding decisions are being made outside of IT. In July 2009, IT set in motion two initiatives that will define a Corporate IT Governance framework and develop an IT Investment Management capability.

Sustainability: Large and expensive components of the underlying computing infrastructure are at maximum capacity or overdue for replacement.

Should the transformation initiative to outsource the computing infrastructure not move forward, millions of dollars of investment will be immediately required to bring the infrastructure back to a point of sustainability.

Expanded Corporate Technology Use: With accelerated growth of the type and number of IT services and solutions implemented to support business, IT is faced with an increase in the complexity and amount of required back-end IT support.

IT Skills and Knowledge: Fielding resources with the right mix of technical skills and business knowledge to satisfy the demand for solution development continues to be a challenge.

A new, innovative approach to resource management and service delivery will make for easier transition of employees into areas where their business knowledge can be better utilized.

Major Service Objectives

- Live and work closely with our customers and partners to understand business needs and to enable a pro-active, planned response.
- Increase the effectiveness of planning and provide innovative ideas or approaches to achieving customer business success.
- Envision the possible with our customers and deliver sustainable solutions in a sustainable way with increased planning.
- Implement Governance, Performance and Lifecycle Management Programs. The IT decision process will be more transparent and accessible to our customers and will streamline the delivery of the day-to-day services and solutions our customers need.

Corporate Services

Information Technology

Current Service Level

Current (2009) Service Level	Key Resource Requirement	Capacity of Service	Benefits of Service
IT Planning & Innovation			
<p>Solving problems, working in partnership with lines of business to identify needs and assemble the operational plans to deliver and evolve enterprise solutions</p>	<p><i>Note: The IT Branch is currently in the final stages of a transformation to ensure sustainability and increased service delivery for customers as well as the development of a new corporate IT Governance Framework and associated policies and directives. Existing resources will be assigned to the identified service areas based on priority and needs.</i></p>	<p>Strategic consultancy</p> <p>Concept assessments consulting engagements on programs and projects</p> <p>Collaboration with internal and external groups to generate new approaches to addressing business issues, opportunities and challenges</p>	<p><i>City employees have the IT services and solutions required to deliver approved programs and services</i></p> <p>Ensuring effective positioning and efficient leveraging of the information technology asset</p> <p>Introducing new approaches to the business of IT to drive greater value to the City</p>
IT Service & Solution Delivery			
<p>Introduce new or expand / enhance existing IT services, many critical to the provision of services to citizens</p> <p>These changes are managed via the delivery of IT programs and projects for literally hundreds of business initiatives across the City.</p> <p>Providing IT purchasing expertise and procurement for the City</p>	<p>See above</p>	<p>In 2008, 64 Projects and Enhancement Bundles implemented, 101 in progress and 22 planned but not started</p> <p>Knowledge Management (BI) Program</p> <p>Service Delivery coordination</p>	<p><i>City employees have the IT services and solutions required to deliver approved programs and services</i></p> <p>Delivery of Sustainable IT solutions and services</p>
IT Service & Solution Operations			
<p>Support and management of over 100 departmental applications, the ERP Applications, and the core IT services - many critical to the provision of services to citizens</p>	<p>See above</p>	<p>Maintenance and support of IT core services - 15 business critical including email for 8,150 users and 13,261 Telecom lines</p> <p>Maintenance and support of 136 business applications - 15 business critical</p> <p>IT Asset Management – 7,200 computing devices</p> <p>208 connected Network sites and 7 'Wireless Edmonton' locations</p> <p>Responded to 77 Critical Service outages in Q2, 2009</p>	<p><i>City employees have the IT services and solutions required to deliver approved programs and services</i></p> <p>IT solutions and services are effectively and efficiently maintained while meeting negotiated business requirements</p>

Corporate Services

Information Technology

Current (2009) Service Level	Key Resource Requirement	Capacity of Service	Benefits of Service
IT Security & Accessibility			
<p>The ongoing process of exercising due care and due diligence to protect information and information systems from unauthorized access, use, disclosure, destruction, modification, or disruption or distribution</p> <p>Information security involves continuous training, assessment, protection, monitoring & detection, incident response & repair, documentation, and review</p>	<p><i>Note: The IT Branch is currently in the final stages of a transformation to ensure sustainability and increased service delivery for customers as well as the development of a new corporate IT Governance Framework and associated policies and directives. Existing resources will be assigned to the identified service areas based on priority and needs.</i></p>	<p>Critical software security patches deployed</p> <p>Virus detections</p>	<p><i>Corporate information is safe, secure, and accessible</i></p> <p>Edmontonians are able to anticipate and respond to emergencies or disasters</p> <p>Monitor, detect, and contain viruses and security breaches</p>
Corporate IT Sustainability			
<p>Ensuring the effective positioning and efficient leveraging of the information technology asset. Introducing new approaches to the business of IT to drive greater value to the City</p> <p>Relationships with IT vendors are managed to ensure value for the investment made</p>	<p>See above.</p>	<p>Enterprise Architecture</p> <p>IT Governance and Value Management</p>	<p><i>Corporate IT services and assets are sustainable</i></p> <p>Effective IT Governance, Performance and Lifecycle Management Programs</p> <p>IT Solutions and Services are sustainable</p>
Summary			
	<u>2009</u>	<u>2010 (approved)</u>	
Expenditures:	\$40,117	\$42,465	
FTEs:	303.0	305.0	
Inter-Departmental Billing:	\$(4,689)	\$(7,717)	
Revenues:	\$(361)	\$(243)	
Tax Requirements:	\$35,067	\$34,505	

Corporate Services

Information Technology

Strategic Initiatives

Initiative	Outcome		
IT Strategy & Transformation <ul style="list-style-type: none"> Strategy, Process, Structure, Recognition and Engagement Transformation Audit recommendations for IT Governance & Investment Management Enhancing Service Delivery Capacity 	Immediate & Intermediate	Ultimate	10 Year Strategic Goal / 3 Year Priority Goal
	Corporate Information is safe, secure, and accessible Corporate IT services and assets are sustainable City employees have the IT services and solutions required to deliver approved programs and services	The City has sustainable assets and services, and a resilient financial position Deliver services clients value in an efficient manner	Well Managed City Ensure Edmonton's Financial Stability

2010 Budget Impact

Base	Will be accomplished using existing resources
Incremental	None

Initiative	Outcome		
Support the implementation of Smart Card technology as a consumer payment alternative for revenue generating services across the corporation	Immediate & Intermediate	Ultimate	10 Year Strategic Goal / 3 Year Priority Goal
	Corporate IT services and assets are sustainable	The City has sustainable assets and services, and a resilient financial position	Ensure Edmonton's Financial Stability

2010 Budget Impact

Base	Will be accomplished using existing resources
Incremental	None

Corporate Services

Information Technology

Initiative	Outcome		
SAP Revitalization Program - Part of the ERP strategic plan: delivering increased effectiveness in business processes using SAP	Immediate & Intermediate	Ultimate	10 Year Strategic Goal / 3 Year Priority Goal
	City employees have the IT services and solutions required to deliver approved programs and services Corporate IT services and assets are sustainable	The City has sustainable assets and services, and a resilient financial position Deliver services clients value in an efficient manner	Well Managed City Ensure Edmonton's Financial Stability

2010 Budget Impact

Base	Will be accomplished using existing resources
Incremental	None

Initiative	Outcome		
'Green IT' Technology and Practice Program	Immediate & Intermediate	Ultimate	10 Year Strategic Goal / 3 Year Priority Goal
	Increase and broaden advancement towards zero waste Reduce greenhouse gas emissions (in city operations)	Partnerships and strategies to deliver services to citizens are leveraged that sustain and improve the air, land and water	Preserve & Sustain Edmonton's Environment

2010 Budget Impact

Base	Will be accomplished using existing resources
Incremental	None

Corporate Services

Information Technology

Initiative	Outcome		
Social Collaboration and Innovation Program	Immediate & Intermediate	Ultimate	10 Year Strategic Goal / 3 Year Priority Goal
	Structure, tools and processes in place to support citizen and business collaboration technologies	<p>Citizens feel engaged and connected to their City through departmental lines of business leveraging collaboration capabilities in delivery of service</p> <p>The City can conduct operations with business partners with greater efficiency</p>	Improve Edmonton's Livability

2010 Budget Impact

Base	Will be accomplished using existing resources
Incremental	None

Corporate Services

Law

Immediate and Intermediate Outcomes and Measures

Outcome	Measure
1. Citizens feel safe	<ul style="list-style-type: none">Citizens perceive downtown to be safe
2. Employees feel safe	<ul style="list-style-type: none">Employees perception of safety at work
3. Legal risks are managed	<ul style="list-style-type: none">Amount paid to resolve a legal action compared to amount claimedAverage cost per claim (decreasing)Corporate insurance premium to asset ratio (declining)
4. The Law Branch is essential to clients' success	<ul style="list-style-type: none">Stakeholder satisfaction levels

Responsibility

To help City Council and client departments pursue their objectives and make more informed decisions through the services of the Legal, Risk Management and Corporate Security sections.

Improve Edmonton's Livability:

Law provides peace officers to patrol City Hall and Sir Winston Churchill Square, uniformed security guards for other City facilities as required, and personal security-awareness programs to employees. Law will prosecute bylaws, monitor alarms, conduct security audits, and consult on security improvements.

Ensure Edmonton's Financial Sustainability:

Law's services include providing legal opinions and risk assessments, reviewing and drafting contracts and bylaws, and representing the City's legal position in matters which may ultimately be adjudicated by a Court, Board or other tribunal. Law will adjust claims, investigate employee misconduct, conduct risk-control inspections of City facilities, purchase insurance and keep track of bonds and letters of credit.

Operational Challenges and Variables

Active file rate fluctuates throughout the year

Advice and support is dependent on client department needs and changes to legislation.

Major Service Objectives

- Increase the public perception of safety in the downtown core and in City facilities
- Increase the number of City employees attending Security Awareness Seminars
- Provide effective legal representation before courts, boards, and tribunals
- Provide effective legal, risk management and security advice to City Council and City Administration
- Negotiate, draft and assemble agreements as required
- Prepare municipal bylaws for consideration by City Council
- Educate and train City of Edmonton staff with regard to relevant changes in legislations
- Maintain the level of success of bylaw prosecutions
- Inspect City facilities and make security and risk management recommendations to client departments

Corporate Services

Law

Current Service Level

Current (2009) Service Level	Key Resource Requirement	Capacity of Service	Benefits of Service
Legal Advice and Representation			
<p>Represent the City in lawsuits and other legal actions</p> <p>Prosecute bylaws</p> <p>Review and draft contracts and bylaws</p> <p>Provide legal advice</p>	<p>Expenditures: \$5,697 FTEs: 47.0</p> <p>Inter-Departmental Billing: \$(10)</p> <p>Revenues: \$0</p> <p>Tax Requirements: \$5,687</p>	<p>119 new Statements of Claim served on the City</p> <p>1,400 files opened in the Law Section</p> <p>419 Professional Service Agreements reviewed</p> <p>3,800 bylaw prosecutions</p>	<p><i>Legal risks are managed</i></p> <p>Protects the financial position of the City by representing them on legal matters</p> <p>City Council and City Departments are able to pursue their objectives</p> <p><i>Improves the livability of the City</i></p> <p>Improves livability through prosecution of bylaws</p>
Risk Management			
<p>Adjust claims</p> <p>Purchase insurance</p> <p>Track certificates of insurance, bonds and letters of credit</p> <p>Conduct Risk Control inspections of City facilities</p>	<p>Expenditures: \$1,393 FTEs: 18.0</p> <p>Inter-Departmental Billing: \$0</p> <p>Revenues: \$0</p> <p>Tax Requirements: \$1,393</p>	<p>Adjust the claims for 2,500 files</p> <p>Purchase insurance for \$7 Billion dollars in property</p> <p>Administer contract requirements for 19,000 files</p> <p>Inspect 270 City facilities over a 5 year rotation</p>	<p><i>Legal risks are managed</i></p> <p>Through the inspections of City facilities, adjustment of claims, purchasing of insurance, tracking of certificates of insurance, bonds and letters of credit the City is able to protect its' financial position</p>
Corporate Security			
<p>Provide security advice and investigations</p> <p>Conduct security audits of City facilities</p> <p>Provide uniformed security guards as required</p> <p>Provide personal security awareness programs</p> <p>Monitor alarms</p> <p>Provide peace officers to patrol City Hall and Sir Winston Churchill Square</p>	<p>Expenditures: \$3,848 FTEs: 27.0</p> <p>Inter-Departmental Billing: \$(1,192)</p> <p>Revenues: \$0</p> <p>Tax Requirements: \$2,656</p>	<p>Conduct 225 investigations and consultations</p> <p>Inspect 270 city facilities over a 5 year rotation</p> <p>Train 650 people on personal security awareness</p> <p>Uniformed security guards respond to 1,800 alarms</p> <p>Peace officers issue 800 tickets in the downtown core</p>	<p><i>Employees feel safe</i></p> <p>Corporate Security ensures that the City assets are protected</p> <p>The City's employees are safe and secure</p> <p><i>Citizens feel safe</i></p> <p>Improves the livability of the City through security in the downtown core</p>
Summary			
	2009	2010 (approved)	
Expenditures:	\$10,938	\$10,942	
FTEs:	91.9	92.3	
Inter-Departmental Billing:	\$(1,202)	\$(789)	
Revenues:	\$0	\$0	
Tax Requirements:	\$9,736	\$10,153	

Corporate Services

Law

Strategic Initiatives

Initiative	Outcome		
The Law Branch will review the risk transfer mechanisms associated with project construction (i.e. project surety and insurance) to promote cost effectiveness and financial security for the Corporation	Immediate & Intermediate	Ultimate	10 Year Strategic Goal / 3 Year Priority Goal
	Legal risks are managed	The City has sustainable assets and services, and a resilient financial position	Ensure Edmonton's Financial Stability - Increase revenue sources and reduce reliance on residential property tax to meet strategic infrastructure service needs

2010 Budget Impact

Base	Will be accomplished using existing resources
Incremental	None

Initiative	Outcome		
The Law Branch will replace the contracted security guards in the City Hall Monitor Room with peace officers to provide more effective alarm monitoring and more effective dispatch of peace officers to incidents in the downtown core	Immediate & Intermediate	Ultimate	10 Year Strategic Goal / 3 Year Priority Goal
	Citizens feel safe	Safe, clean and welcoming City	Improve Edmonton's Livability – Reduce crime in our downtown

2010 Budget Impact

Base *Amount included in 2010 Proposed Base Budget	\$120 (9.0 FTEs) - <i>This amount represents the increase in cost to move from a contracted service to a monitoring room staffed by Peace Officers</i>
Incremental	None

Corporate Services

Materials Management

Immediate and Intermediate Outcomes and Measures

Outcome	Measure
1. The City employs environmentally sustainable practices	<ul style="list-style-type: none">Awareness of environmental and ethical purchasing responsibilities
2. Best value procurement 3. Risks are managed	<ul style="list-style-type: none">Percentage of tendered purchasesNumber of bids per tender
4. Materials Management provides the City with the capacity to deliver approved programs and services	<ul style="list-style-type: none">Client satisfaction

Responsibility

Materials Management is the supply chain management and tendering authority for the City of Edmonton. We ensure the responsible and efficient procurement of goods, services and construction supporting all City Departments and the Edmonton Police Service.

Ensure Edmonton's Financial Sustainability:

As an example, Materials Management ensures that all contract renewals are being reviewed and negotiated to ensure that pricing and terms maximize benefit to the City as a result of recent changes in the economic and inflationary environments.

Well Managed City:

Materials Management also provides a full range of services including inventory management and distribution, mail processing and full service corporate printing services.

Operational Challenges and Variables

Tendering and procurement activities are dependent on available budgets within client departments.

The seasonality of requirements results in peaks of activity leading up to and during the construction season.

Dealing with the increased tendering as a result of the Trade, Investment and Labour Mobility Agreement (TILMA) procurement requirements.

A greater emphasis on sustainable procurement driving changes to how the City specifies and purchases its various requirements and product options.

The need to develop expertise in new approaches to the marketplace such as P3's and Construction Management.

Major Service Objectives

- Establish key performance indicators that support corporate, client and operational accountability and decision making
- Develop reporting dashboards that will provide departments with information on key spending and tendering data to support decision making
- Expand strategic sourcing approach to new product and service categories in order to drive cost savings and cost avoidance
- Implement a pilot vendor evaluation program in 2010
- Develop and implement a client purchasing training program
- Undertake a review of key branch business processes to improve efficiency while maintaining or improving service
- Continue to optimize inventory and distribution networks

Corporate Services

Materials Management

Current Service Level

Current (2009) Service Level	Key Resource Requirement	Capacity of Service	Benefits of Service
Procurement Service			
Procurement advisory services	Expenditures: \$4,911 FTEs: 53.5	390 tenders/RFP's issued	<i>Best value procurement – risks are managed</i>
Purchasing, tendering & contracting	Inter-Departmental Billing: \$(836)	2,380 purchase orders issued	Use Material Management's marketplace intelligence to support good purchasing decisions
Hired Equipment Dispatch service	Revenues: \$(106)	\$1.3 billion total value of contracts awarded	Leverage corporate spend to reduce cost
Administrative services	Tax Requirements: \$3,969		Reduce the City's risk in procurement decisions
Supply Chain Management			
Supply Chain management services:	Expenditures: \$5,203 FTEs: 72.5	5.6 million central stores stock issues and receipts	<i>Materials Management provides the City with the capacity to deliver approved programs and services</i>
Corporate warehousing	Inter-Departmental Billing: \$(2,369)	66,900 total items stocked	Centralized warehousing reduces inventory and related costs
Fleet services parts stores	Revenues: \$(21)		Centralized management of City inventories allows departments to focus on their core operations
Drainage stores	Tax Requirements: \$2,813		Provides economies of scale when purchasing products used by multiple departments which equals lower purchase costs
Roadways stores			
LRT stores			
Corporate Mail Processing			
Corporate mail processing & distribution	Expenditures: \$564 FTEs: 6.0	9.5 million pieces of mail handled	<i>Materials Management provides the City with the capacity to deliver approved programs and services</i>
	Inter-Departmental Billing: \$0		Provides a convenient and timely means of transferring business documents throughout the City
	Revenues: \$(67)		Centralized service is more cost effective
	Tax Requirements: \$497		

Corporate Services

Materials Management

Current (2009) Service Level	Key Resource Requirement	Capacity of Service	Benefits of Service
Digital Print Services			
Corporate printing (Digital Print Centre)	Expenditures: \$1,204 FTEs: 9.0 Inter-Departmental Billing: \$(842) Revenues: \$(54) Tax Requirements: \$308	10.2 million black & white images printed 1.5 million color images printed 1.5 million insertions	<i>Materials Management provides the City with the capacity to deliver approved programs and services</i> Protects confidentiality of City information Cost effective compared with marketplace Provides timely and convenient service Dedicated to City requirements
Summary	<u>2009</u>	<u>2010 (approved)</u>	
Expenditures:	\$11,882	\$12,678	
FTEs	141.0	144.0	
Inter-Departmental Billing	\$(4,047)	\$(4,510)	
Revenues	\$(248)	\$(253)	
Tax Requirements	\$7,587	\$7,915	

Corporate Services

Materials Management

Strategic Initiatives

Initiative	Outcome		
Implement the Sustainable Environmental and Ethical Procurement Policy (SEEP)	Immediate & Intermediate	Ultimate	10 Year Strategic Goal / 3 Year Priority Goal
	The City employs environmentally sustainable procurement practices	Partnerships are leveraged to improve Edmonton's environmental health	Preserve and Sustain Edmonton's Environment

2010 Budget Impact

Base	None
Incremental	\$99 (unfunded – for SEEP implementation) (1.0 FTE)

Initiative	Outcome		
Evaluate e-procurement technology opportunities to simplify the purchasing process	Immediate & Intermediate	Ultimate	10 Year Strategic Goal / 3 Year Priority Goal
	The City has the capacity to deliver approved programs and services	Deliver services clients value in an efficient manner	Well Managed City

2010 Budget Impact

Base	Will be accomplished using existing resources
Incremental	None

Corporate Services

Office of the City Clerk

Immediate and Intermediate Outcomes and Measures

Outcome	Measure
1. Citizens are engaged in and have confidence in Civic decision making processes	<ul style="list-style-type: none">• Citizens feel that the decision making process is fair and transparent• Citizens feel they have opportunities for input into decision making process
2. Citizens and clients are aware of and utilize/access the appropriate tools, processes, and controls	<ul style="list-style-type: none">• Citizens feel they have the opportunity to exercise their democratic rights
3. The City meets legislative, statutory and other compliance requirements	<ul style="list-style-type: none">• Citizens have confidence in the City's governance structure
4. Corporate information is safe, secure, and accessible	<ul style="list-style-type: none">• Citizens feel that their personal information is accessible, secure, and managed

Responsibility

To ensure legislative compliance and governance practices meet the needs of City Council, civic departments, citizens and stakeholders through the provision of civic agencies, records and information management, civic census and election, and a sound civic governance framework.

Improve Edmonton's Livability:

The Office of the City Clerk provides legislative services that contribute to sound governance practices that allows for both open and transparent decision making.

Well Managed City:

The Office of the City Clerk contributes to Edmonton's success by ensuring citizens have the availability to exercise the right to vote and to be heard. The Office of the City Clerk through effective records management practices ensures information is both assessable and secure.

Operational Challenges and Variables

The number of Council and Committee meeting hours, complaints and appeals, information requests, bylaws to be administered, board vacancies, and records to be managed.

Major Service Objectives

- Support a Governance Review of Council's Standing Committees
- Conduct both the local authority elections and civic census
- Implement recommendations from the review of the role of advisory boards
- Implement strategies for increasing citizen awareness of ABC's for diversity and inclusion
- Review Corporate Freedom of Information and Protection of Privacy (FOIP)
- Implement recommendations from Records Business Process Review
- Review process/need for establishing bylaws for the tribunals and develop the supporting orientation manuals
- Review opportunities and provide input into Regional Planning Board as it affects the civic tribunals
- Implement opportunities identified in process reviews for the three civic tribunals
- Develop Council Orientation Program to support the next elected City Council

Corporate Services

Office of the City Clerk

Current Service Level

Current (2009) Service Level	Key Resource Requirement	Capacity of Service	Benefits of Service
Census and Election Services			
Responsible for the planning and execution of the annual Civic Census and Local Authorities Election	Expenditures: \$2,083 FTEs: 8.0 Inter-Departmental Billing: \$0 Revenues: \$(123) Tax Requirements: \$1,960	Perform an annual Civic Census and Local Authorities Election in 2010	<i>Citizens are engaged in and have confidence in Civic decision making processes</i> Provides annual information used in decision-making. If not performed annually, decision will be made without up to date information The citizens of Edmonton are confident that their democratic right to elect representation is fulfilled and the operations of the corporation meet the legislative requirements.
Corporate Records			
Responsible for the development of the framework in which corporate records are to be managed	Expenditures: \$923 FTEs: 7.0 Inter-Departmental Billing: \$0 Revenues: \$0 Tax Requirements: \$923	Manage 70,000 cubic feet of records Over 10,000 files retrievals processed	<i>Corporate information is safe, secure, and accessible</i> That the corporate records are managed in accordance with the established records management standards and the information needs of the corporation are met
Tribunal Management			
Responsible for the management and administrative support for the three Civic Tribunals	Expenditures: \$1,814 FTEs: 19.3 Inter-Departmental Billing: \$0 Revenues: \$(170) Tax Requirements: \$1,644	Over 300 development appeals processed 7,000 assessment complaints processed	<i>Citizens are engaged in and have confidence in Civic decision making processes</i> That the citizens of Edmonton have the ability to appeal decisions of the administration that relate to their community and sharing the fiscal responsibilities of the municipality
Civic Agencies			
Responsible for managing Council's board governance framework and oversee 60 Civic Agencies	Expenditures: \$199 FTEs: 3.0 Inter-Departmental Billing: \$0 Revenues: \$0 Tax Requirements: \$199	Managed 5 recruitment campaigns to fill over 50 vacancies	<i>Citizens are engaged in and have confidence in Civic decision making processes</i> That the civic agencies are supported by board members that have the skills and abilities to be successful.
Meeting Management			
Responsible for creating City Council's official meeting agendas and minutes, providing procedural advice	Expenditures: \$956 FTEs: 11.0 Inter-Departmental Billing: \$0 Revenues: \$(2) Tax Requirements: \$954	672 hours of meetings 134 meetings 1,661 agenda items dealt with	<i>Citizens/clients are aware of and utilize/access the appropriate tools, processes, and controls</i> That City Council is supported with a governance model and processes that facilitates decision-making

Corporate Services

Office of the City Clerk

Current (2009) Service Level	Key Resource Requirement	Capacity of Service	Benefits of Service
Information Services			
Responsible for the management of City Council's official records, bylaws, and contracts	Expenditures: \$377 FTEs: 4.8 Inter-Departmental Billing: \$0 Revenues: \$) Tax Requirements: \$377	148 FOIP requests processed (as of September 2009)	<i>The City meets legislative, statutory and other compliance requirements</i> That the information collected by the City of Edmonton is managed in such a fashion that provides information to those who should have access
Council Services and Administration			
Responsible for providing executive services to support the operations of Councillor's offices and management functions for the Office of the City Clerk	Expenditures: \$1,083 FTEs: 7.0 Inter-Departmental Billing: \$0 Revenues: \$0 Tax Requirements: \$1,083	Council expense statements produced	<i>Citizens/clients are aware of and utilize/access the appropriate tools, processes, and controls</i> The office needs of the Councillors are met and their operations are supported with the appropriate resources
Civic Events			
The budget for Civic Events is included as part of the Office of the City Clerk Programming of Civic Events is done by the Deputy City Manager's Office	Expenditures: \$2,410 Tax Requirements: \$2,410		
Summary	2009	2010 (approved)	
Expenditures:	\$9,845	\$12,946	
FTEs:	60.0	87.1	
Inter-Departmental Billing:	\$0	\$0	
Revenues:	\$(294)	\$(2,361)	
Tax Requirements:	\$9,551	\$10,585	

Corporate Services

Office of the City Clerk

Strategic Initiatives

Initiative	Outcome		
Implement the changes to the Assessment Complaint process resulting from the legislative changes	Immediate & Intermediate	Ultimate	10 Year Strategic Goal / 3 Year Priority Goal
	The City meets legislative, statutory and other compliance requirements	Deliver services clients value in an efficient manner	Well Managed City

2010 Budget Impact

Base Amount included in 2010 Proposed Base Budget	\$204 (for ongoing Board training and support)
Incremental	<i>*A capital budget impact/request is anticipated for acquisition of the software to enable efficient processing</i>

Initiative	Outcome		
Perform a Local Authorities election in 2010	Immediate & Intermediate	Ultimate	10 Year Strategic Goal / 3 Year Priority Goal
	Citizens are engaged in and have confidence in Civic decision making processes	Deliver services clients value in an efficient manner	Well Managed City

2010 Budget Impact

Base Amount included in 2010 Proposed Base Budget	\$2,100 (\$3,500 expenditures with \$1,400 revenues) (22.0 FTEs)
Incremental	None

Corporate Services

Office of the City Clerk

Initiative	Outcome		
Implementation of the new electronic reports management system for Council and Committee	Immediate & Intermediate	Ultimate	10 Year Strategic Goal / 3 Year Priority Goal
	The City meets legislative, statutory and other compliance requirements	Deliver services clients value in an efficient manner	Well Managed City

2010 Budget Impact

Base Amount included in 2010 Proposed Base Budget	\$164 (implementation of reports management system and maintenance of agendas and minutes management system)
Incremental	None

Corporate Services

Approved 2009-2011 Capital Budget

The following is a summary of the Approved Capital Budgets. Included is a brief description of their progress to August 2009, for information purposes.

	2009 Budget	2010 Budget	2011 Budget	3-Year Budget total
Total Program Capital Budget	\$15,127	\$11,614	\$10,014	\$36,755

Progress on Significant Capital Projects

Information Management Infrastructure: (09-18-0001)

Ongoing renewal/replacement of corporate infrastructure as well as significant investment in dark fiber and data storage to service the increased business requirements of the corporation.

Systems Software Infrastructure: (09-18-0014)

Ongoing enhancements and increased capability updates to existing applications. (Remedy/SLIM).

HRIS conversion – PeopleSoft to SAP: (09-18-0700)

Recruitment of Program Manager and the negotiations with a number of consultants/vendors to commence work in Q4.

Asset Accounting Implementation: (07-18-0507)

Project expected to be completed in 2009.

Citizens Telephone Access – 311 (06-18-0404)

Proceeding as planned, with some adjustment to scope and outcomes.

Business Process Management ERP:(09-18-0406)

Significant SAP application updates (revitalization and PS implementation) and BI environment foundational work in progress.

Operating Impact of Capital Projects

Service Description	2010 Budget	2011 Forecast	2-Year Total
E- Business (Web Renewal)	300	-	300
Business Process Management (ERP)	100	-	100
On going Support for council Agenda/Minutes	164	-	164
Total Operating Impact of Capital	564	-	564

Corporate Services

Service Needs Funded Within 3%

2010 Municipal Election and Program Support

Description

The General Municipal Election occurs once every three years and will occur in 2010 on Monday, October 18.

This package includes the operation of all elements of the election including: election office staffing during the year of the election; approx. 3,000 staff for the day of the election and for advance polls; voting results accumulation systems; supplies and equipment logistics; communications including legal advertisements and "where-to-vote" cards; development and printing of all maps and required forms, and other functions. This is a one year project, added in 2010 and removed in 2011.

This package includes ongoing financial support for activities such as updating internal electronic systems, purchasing updated materials, conducting research to updated legislation and best practices in election practices in other jurisdictions.

The key result is the election of the Mayor and 12 Councillors for the City of Edmonton, plus 9 Trustees for the Edmonton Public School Board and 7 Trustees for the Edmonton Catholic School Board. The total expense of the election is offset by 40% through contributions from the two local school boards.

Justification

The election will be planned and implemented in accordance with provincial and municipal legislation to meet all legal requirements, and to ensure citizens know when and where to vote, and to ensure production of timely and accurate results.

The election is required by the Municipal Government Act and is governed by the Local Authorities Election Act. The operation of the election is also directed by the Election Bylaw and the Ward Boundary and Council Composition Bylaw.

The election must be conducted. It is not discretionary. The City of Edmonton would be in significant contravention of provincial legislation and democratic principles to not conduct an election. The approval of funding at a level less than requested may jeopardize the ability to conduct the election properly.

Links to Strategic Goals & Departmental Outcomes

Improve Edmonton's Livability (Community involvement and participation)

Departmental Outcomes (from Election Performance Management Document):

Transparent election processes that result in electors being confident in the electoral processes in which they participate.

Incremental (\$000)	2010				2011				2012			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget Annualization	\$ 3,500	\$ 1,400	\$ 2,100	22.0	\$ (3,296)	\$ (1,318)	\$ (1,978)	(21.0)	\$ 4	\$ 2	\$ 2	-
			-				-				-	
Total	\$ 3,500	\$ 1,400	\$ 2,100	22.0	\$ (3,296)	\$ (1,318)	\$ (1,978)	(21.0)	\$ 4	\$ 2	\$ 2	-

Corporate Services

Service Needs Funded Within 3%

Impact of Capital Projects

Corporate Services Operating Impacts from Capital

Description

This service package is required to provide operational maintenance and support for the SIRE software suite (164K), including licensing and upgrades, support for the City Web Development (300K) and additional licenses for new SAP users (100K) due to new modules being implemented.

Justification

Operational funding of SIRE will allow for: Maintenance of SIRE software, including 'Agenda and Minutes Plus' and web integration between SIRE and our current 'Thunderstone' web-based search function; licences associated with SIRE software, including access for Councillors ('Agenda To Go'), as well as access for City Clerks and other Administrators, Bi-annual updates to the SIRE software suite; and one staff position to coordinate and maintain the entire SIRE system.

In order to facilitate growth and enhanced functionality in the cities Web site and SAP additional licenses and maintenance of software are required.

Links to Strategic Goals & Departmental Outcomes

The availability of SIRE, the cities Web Site and SAP contributes to the following Conditions of Success for Council's Vision: Organization capacity, sound management practices and processes, and effective communication. It also contributes to a well managed city.

Incremental (\$000)	2010				2011				2012			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget Annualization	\$ 564	\$ -	\$ 564	1.0	\$ 15	\$ -	\$ 15	-	\$ 15	\$ -	\$ 15	-
	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 564	\$ -	\$ 564	1.0	\$ 15	\$ -	\$ 15	-	\$ 15	\$ -	\$ 15	-

Corporate Services

Brought Forward as Directed by City Council / Committee

Assessment Review Board Appeal Process Update

Description

On June 4, 2009, the Municipal Government Act (Bill 23) changed the process for hearing assessment complaints from two levels of appeal (the municipal and provincial) to a single level of appeal at the municipal level. On November 5, 2009, the regulations received Ministerial consent.

Due to the change in process and administration, additional staff resources (8 FTEs) are immediately required in order to be prepared to handle the 2010 appeal process. In 2009, City Council increased the fees for appeals to the Assessment Review Board. It is anticipated that the increase will increase annual revenues by approximately \$661,000 which will fund the increase in staff.

It is anticipated that additional funding for Board members will also be required. A further analysis of these requirements will be completed after the appeal deadline of March 5, 2010, and an update will be provided to Council with or prior to the setting of the 2010 tax rate.

Justification

Report 2009COC089 was recommended for budget approval at Executive Committee on November 18, 2009.

The addition of the 8 FTEs and corresponding funding are required to provide a level of support to the board members that currently does not exist, but is required to ensure the decisions of the board are able to meet the scrutiny of appeals to the Court of Queen's Bench.

If this package is funded, we will not require the initial funds (\$384,000 and 5 FTEs) requested in 2011. However, we will require the \$204,000 (Page 324 of the Budget Book) requested for 2010 in addition to these funds.

Links to Strategic Goals & Departmental Outcomes

Improve Edmonton's Liveability - Enhance social connectedness for all citizens. Improve community engagement and participation.

Diversify Edmonton's economy - Improve, continuously the capacity and capability of the organization in the delivery of services to business and citizens.

incremental (\$000)	2010				2011				2012			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 661	\$ -	\$ 661	8.0	\$ 30	\$ -	\$ 30	-	\$ 31	\$ -	\$ 31	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 661	\$ -	\$ 661	8	\$ 30	\$ -	\$ 30	-	\$ 31	\$ -	\$ 31	-

Corporate Services

Service Needs Funded Within 3%

311 Service - Wait Time

Description

This service package includes funding required to meet the required staffing to reduce wait times for citizens calling to 311. The 20 additional staff would enable 311 to more consistently meet the service goal of 80% of calls answered in 25 seconds or less. The staff requirements for 311 agents have been higher than anticipated as call length or the time to complete the calls have been 75% higher. The call complexity has resulted in call length averaging 315 seconds rather than the forecast of 180 seconds. The increased staffing levels would improve the service provided from current levels and reduce complaints about wait times to reach 311.

Justification

311 provides citizens access to city services/information 24 hours a day, seven days a week. Funding would provide for additional agents to respond to customer inquiries.

Links to Strategic Goals & Departmental Outcomes

Improve Edmonton's Livability by improving citizen access to City of Edmonton information and services.

incremental (\$000)	2010				2011				2012			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$1,000	\$ -	\$1,000	20.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$1,000	\$ -	\$1,000	20.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Corporate Services

Assessment Review Board (ARB) - Legislative Requirement

Description

As the Municipal Government Act (MGA) has changed, this service package is necessary to allow our office to meet the mandatory legislative requirements.

One of the significant changes to meet the demand is the introduction of a secretariat role for the ARB. To fulfil the FTE requirement for this service, we are re-allocating OCC staff; therefore, we are not requesting a service package in 2010 for additional FTEs. However, in 2011 we are requesting an additional 5 FTEs to provide Board Secretariat for each hearing room.

Further, the new changes require that there are:

1. resources for staff (computers, supplies, etc.);
2. increased funds to pay Board Members;
3. requirements for training of Board Members and all staff;
4. technological changes for the new secretariat;
5. increased space requirements.

Justification

ARB will be able to meet the legislative requirements. If this package is not funded legislative requirements and deadlines will not be met.

In 2010, the MGA was changed to allow for a single level appeal model. There will be a number of changes required to the ARB structure to meet the requirements of the new model. This will require a change to the ARB structure to include a Board Secretariat. The level at which evidence and decisions are currently captured will need to change and will take expertise to meet the standards required for appeals to Court of Appeals.

Links to Strategic Goals & Departmental Outcomes

Improve Edmonton's Liveability

Enhance social connectedness for all citizens

Improve community engagement and participation

Diversify Edmonton's Economy

Improve, continuously, the capacity and capability of the organization in the delivery of services to business and citizens.

incremental (\$000)	2010				2011				2012			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget Annualization	\$ 204	\$ -	\$ 204	-		\$ -	\$ -			\$ -	\$ -	-
	-	-	-	-	-	-	-	-	-	-	-	-
Total	\$ 204	\$ -	\$ 204	-	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Corporate Services

Service Needs Funded Within 3%

Worker Compensation Administration

Description

This service package would result in City staff administering WCB rather than using an external contract provider. The service package calls for the hiring of two (2) FTEs to administer WCB. The current external contract arrangement is funded by cost relief savings returned to the organization from WCB as well as occasional charges to line departments. The two new positions would be funded by redirecting WCB Partner in Injury Reduction premium refund and Disability Management Plan funds resulting in no increase in Tax Levy. All future WCB Cost Relief payments would be directed to Corporate Accounts.

Justification

A review of the external support model has identified a number of reasons to change the administration model to an internal service. The primary reason is to improve the overall effectiveness of lost time management by have a single source for managing lost time claims rather than two thereby eliminating some duplication and more importantly eliminating service gaps.

This service package is funded by redirecting HR Branch Budget funds. (WCB Partner in Injury Reduction Premium Rebate and Disability Fund Recoveries.

Links to Strategic Goals & Departmental Outcomes

Improve Edmonton's Liveability through a Well Managed City strategy.

Incremental (\$000)	2010				2011				2012			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget	\$ 139	\$ -	\$ 139	2.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-
Internal Recoveries	(139)	-	(139)	-	-	-	-	-	-	-	-	-
Total	\$ -	\$ -	\$ -	2.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Corporate Services

Service Package

Brought Forward as Directed by City Council / Committee

New Council Policy

Policy Implementation position - Sustainable environmental & ethical procurement policy (SEEP)

Description

This service package seeks funding for one new Senior Buyer position required to support the implementation of a proposed sustainable procurement Council policy.

This position will provide corporate support for the implementation of a new Council-approved Sustainable Procurement Policy. This position is expected to be a corporate expert in sustainable purchasing, and working closely with Office of the Environment, will provide training and advisory services to Departments and corporate purchasing staff related to the embedding of sustainability considerations within the City's purchasing practices. In addition, this position will also lead corporate purchasing initiatives for products and services that span multiple departments or the entire organization, to establish environmentally and ethically preferred product & service standards. Finally, this position will monitor and provide progress reports on the City's sustainable purchasing practices as it expands the scope of Policy implementation over time.

Justification

This position is required to support new sustainable purchasing practices that will be implemented throughout the organization as a result of the SEEP policy. At June 24/25, 2009 Executive Committee meeting, a report containing policy recommendations for an Edmonton SEEP policy was received for information. This report identified the requirement for an additional position to support the implementation of such a policy. Executive Committee directed the Administration to draft a Policy for their consideration in January 2010. If accepted, this will be referred to City Council shortly thereafter for approval.

An Edmonton SEEP policy will clearly demonstrate the City's leadership in adopting sustainable purchasing practices. With annual purchases of more than \$1.5 billion, the City is a major customer within the local and Alberta marketplace. By using its purchasing power, the City can influence the increased development of products and services that consider the environment and the ethical treatment of workers. This position provides a dedicated resource that is responsible for expediting the development of the City's sustainable purchasing practices and for providing necessary expertise and support to enable the City to achieve quicker benefits from the Policy.

If funding for this position is not approved, the City will proceed at a much slower pace with implementation of the Policy. Additional consulting expenses will likely be required to support the basic implementation activities (such as Departmental training), and no corporate sustainable purchasing initiatives will be undertaken.

Links to Strategic Goals & Departmental Outcomes

Preserve and sustain Edmonton's environment

incremental (\$000)	2010				2011				2012			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
New Budget			-	1.0			-				-	
Annualization			-				-				-	
Total	\$ -	\$ -	\$ -	1.0	\$ -	\$ -	\$ -	-	\$ -	\$ -	\$ -	-

Fleet Services

Mission

Our mission is to operate a comprehensive fleet management organization with a focus on client satisfaction, operational excellence and value to the City of Edmonton.

Overview

Fleet Services' personnel are the City's experts in fleet and equipment management. The branch is a fully-integrated fleet service provider for the City's fleet of more than 4,200 units. This wide variety of vehicles includes zambonis, sanders, backhoes, buses, vans, and fire trucks. Fleet Services manages approximately \$560 million in vehicle, equipment and infrastructure assets. Its core businesses are vehicle and equipment procurement, vehicle and equipment maintenance, fleet engineering, fabrication services, fuel management, and fleet administration. By maintaining the City's assets, the branch ensures that vehicles are well maintained, equipped, and available to use, thus contributing to the financial stability of the City.

Fleet Services also provides services to Edmonton Police Service, Alberta Health Services, and EPCOR.

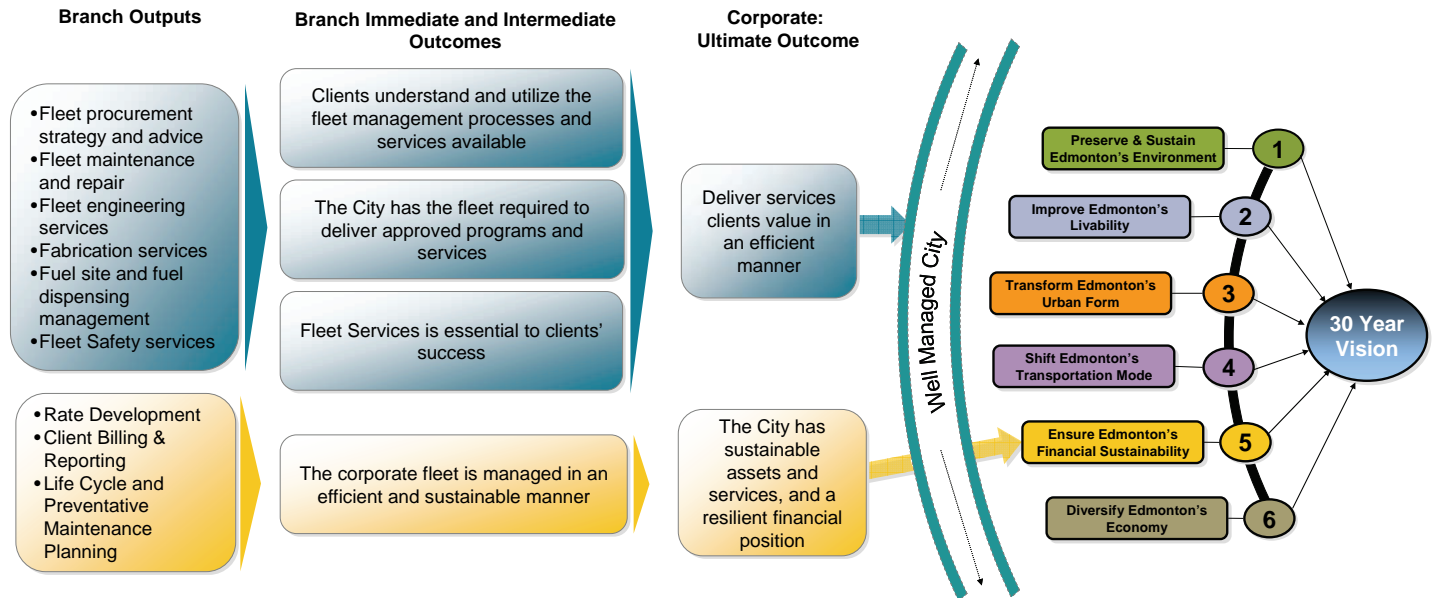
Major Services & Activities

- Fleet Procurement Strategy and Advice
- Fleet Maintenance and Repair
- Fleet Administration
- Fleet Engineering Services
- Fleet Safety
- Fuel Management



Fleet Services

Strategic Road Map



Immediate and Intermediate Outcomes and Measures

Outcome	Measure
1. Clients understand and utilize the fleet management processes and services available	<ul style="list-style-type: none"> • Capital spend as a percentage of budgeted amount
2. The City has the fleet required to deliver approved programs and services	<ul style="list-style-type: none"> • Fleet availability needs are met
3. Fleet Services is essential to clients' success	<ul style="list-style-type: none"> • Fleet Services' client satisfaction
4. The corporate fleet is managed in an efficient and sustainable manner	<ul style="list-style-type: none"> • Replacement reserve proportions are appropriate to needs • Fleet maintenance cost (\$/km)

Fleet Services

Proposed 2010 Operating Budget (\$000)

Fleet Services—Program Summary

Notes	2008 Actual	2009 Budget	Revenue & Cost Impacts	Service & Budget Review	Service Needs	2010 Budget	% Change '09 - '10	2011 Forecast
Revenues & Transfers:								
1 External Revenue	\$ (8,836)	\$ (7,407)	\$ (2,560)	\$ -	\$ -	\$ (9,967)	34.6%	\$ (10,166)
2 Intra-municipal Recoveries	(106,515)	(129,608)	(2,487)	-	-	(132,095)	1.9%	(137,178)
Subtotal	(115,351)	(137,015)	(5,047)	-	-	(142,062)	3.7%	(147,344)
Expenditure & Transfers:								
3 Personnel	43,846	51,476	2,463	-	-	53,939	4.8%	54,921
4 Materials & Equipment	39,272	48,123	3,700	(2,865)	-	48,958	1.7%	50,209
5 External Services	7,682	9,163	1,881	(760)	-	10,284	12.2%	12,491
6 Amortization and Financing	22,582	20,832	1,788	-	-	22,620	8.6%	23,072
Intra-municipal Services	5,109	5,493	(48)	-	-	5,445	-0.9%	5,554
Subtotal	118,491	135,087	9,784	(3,625)	-	141,246	4.6%	146,247
Net Operating Requirement	\$ 3,140	\$ (1,928)	\$ 4,737	\$ (3,625)	\$ -	\$ (816)		\$ (1,097)
7 Full-time Equivalents	587.9	617.9	23.0	0.0		640.9		640.9

Fleet Services

Budget Changes for 2010 (\$000)

Revenue & Cost Impacts on 2009 Services

Revenue Changes

0
(2,560)
(2,560)

Volume changes
Rate changes

Change In Total Revenues

Cost Changes

962
3,890
2,786
2,146
(2,487)
7,297
4,737

Inflation - personnel
Inflation - non-personnel
Annualization of 2009 services, Service Packages 2009 - Transit
Other major cost changes: Debt interest, utilities - Ellerslie, capital impact and historical adjustments
Intra-municipal recoveries: volume changes (2,786), rate changes 111 and capital impact 188

Change In Total Cost Changes

Change in Net Operating Requirement

Service & Budget Review

(3,500)
(125)
(3,625)

Reduce outside contract work and improve vendor management for materials and parts
Trolley Decommissioning

Change In Net Operating Requirement

Service Needs

0

Change In Net Operating Requirement

Impact of Full-time equivalents

23.0
23.0

Annualization of Service Packages 2009 - Transit: mainly Centennial Garage

Change In Total Full-time Equivalent

Fleet Services

Notes

1. External Revenue

External revenues are generated from services provided to EPCOR and Alberta Health Services (AHS). The increase from the 2009 budget to the 2010 budget is mainly due to the transfer of EMS operations from the City to AHS as well as the Gold Bar operations transfer to EPCOR, i.e. external revenues in 2010 will replace the intra-municipal recoveries in 2009.

2. Intra-municipal Recoveries

The recoveries for the services provided to the client departments are based on the new Fleet Services' billing methodology for 2010. The increase includes higher billing to Transit relating to the annualization of the 2009 Services packages (please see note # 3).

3. Personnel

The increase in Personnel costs for 2010 is primarily due to labour settlements and the annualization of two 2009 Transit Service Packages (Centennial Garage operations and increased service level) which impact Fleet Service demand.

4. Materials & Equipment

Material cost increase is mainly due to the fuel cost increases compared to the adjusted 2009 fuel budget (price difference) combined with the reductions based on the improved vendor management.

5. External Services

Increased utilities expenses are related to the new Ellerslie Facility and new Centennial Garage as well as inflationary increases for the other 11 garages. Reductions are related to decreasing the amount of work outsourced as efficiencies are made.

6. Amortization & Financing

Added debt interest costs and increased utilities expenses related to the Ellerslie facility are the main cause for the increase in 2010 combined with reductions planned for outside contract work.

7. Full-Time Equivalents

The addition of 23.0 FTE's supports the annualization of 2009 Transit Service Packages relating to the opening of the Centennial Garage and additional service increases.

Fleet Services

Responsibility

Fleet Services branch is responsible for cost-effective, customer-focused fleet management. The branch provides life-cycle fleet operational support services to ensure client departments have effective and efficient equipment to meet service requirements.

Fleet Services fulfills its commitments and creates value through its core businesses. Each one focuses on specific areas which contribute to the achievement of our vision and mission.

Fleet Procurement Strategy and Advice

Fleet Services provides expert advice to its clients on appropriate fleet procurement, alternative fuels, emission standards and legislative requirements.

Fleet Maintenance and Repair

Fleet Services provides fleet repair and maintenance service to all City of Edmonton vehicles and equipment as well as to select external clients. Our team works to maintain a fleet of 4,259 across 13 garage locations, including Ellerslie and Centennial.

Fleet Administration

Responsible for the development of rate, billing and key performance indicator reporting.

Fleet Engineering Services

Maintenance Engineering Services provides a broad range of services including customized fabrication services, engineered modifications, life cycle and maintenance planning, as well as failure analysis, oil analysis, emission testing, and interpretation.

Fleet Safety

Fleet Services is the knowledge leader in fleet safety. Our services include 24-hour emergency accident investigation, driver training, driver permits and licenses.

Fuel Management

On behalf of the City of Edmonton, Fleet Services manages the fuel dispensation for the City's fleet of vehicles and equipment.

Ensure Edmonton's Financial Sustainability:

Fleet Services ensures the City has sustainable assets and services for its fleet. The life cycle and preventative maintenance planning helps to reduce vehicle cost/km. The branch also ensures proper planning for the appropriate replacement of the City's vehicle and equipment assets.

Preserve and Sustain Edmonton's Environment:

Fleet Services supports Council's goal of preserving and sustaining Edmonton's environment through reduced-idling and fuel-sense training, and through purchasing clean diesel and hybrid vehicles.

Well Managed City:

Fleet Services delivers services to the City's Departments that enable them to carry out their services and programs. The City's fleet is provided with procurement strategies, maintenance and repair, engineering and fabrication services, fuel site and dispensing management, and safety services. When Fleet Services works, the City's fleet works.

Operational Variables

Fleet Services operates to best serve client needs. The branch faces several challenges that can impact our performance results

Fuel – the volatility in the price and availability of fuel can and will impact our operations

Fleet Size – the number and type of units in the City's fleet affects how and where we work

Labour Market – the demand for trade resources in the Alberta market influences our ability to meet work demands. As well, the demographics of the current workforce will impact our operations

Fleet Industry – is under pressure on costs and environmental impact

Fleet Services

Current Services

Customers:

- City departments, branches, and employees
- Edmonton Police Service, Alberta Health Services, and EPCOR

Fleet Information:

- Fleet Size - 4,259 units
 - Cars 612
 - Light Trucks 974
 - Heavy Trucks 594
 - Equipment 1096
 - Bus Fleet 883
 - DATS Fleet 100
- 37,218,000 Litres of Fuel Consumed Per Year
- 80,700,000 km Travelled Per Year

Performance:

Highlights of Fleet Services performance include:

- Fleet Availability improvement of 18% for the Waste Management fleet
- Achieved budget reductions of \$2M in 2008 and \$2M in 2009
- Shop rate continues to be 15% below commercial rate
- Improvement in mechanic wrench time, from 48% to 57%

Major Service Objectives

- Work with client departments to evaluate current practices and business processes to provide services in a manner that is flexible and responsive to client needs
- Develop and implement a fleet lifecycle plan for each fleet type
- Develop and implement timely performance indicators to ensure high levels of customer service and continuous improvement in operations
- Enhance collaboration and communication with clients to achieve optimal fleet management outcomes
- Develop and implement a training and development system for all employees to enhance the capacity of staff and organization
- Engage staff in redefining the roles and expectations for how we work at all levels of our organization
- Proactively recruit qualified mechanics to ensure capacity to deliver high quality and timely services to clients
- Prepare market competitive service provision costing model to ensure consideration in public fleet maintenance market

Issues and Challenges

Fleet Services has identified the need for an effective fleet management information system, as the current system has severe limitations and is poorly suited to meet the needs of management reporting for maintenance activities, customer service level management, and more robust and transparent data integrity. The procurement and implementation of a fleet management information system has an estimated timeline of 10-12 months beginning in 2009.

Fleet Services

Current Service Level

Current (2009) Service Level	Key Resource Requirement	Capacity of Service	Benefits of Service
<p>Fleet and Facility Planning</p> <p>Expert advice for clients on appropriate fleet procurement, alternate fuels, emission standards and legislative requirements.</p> <p>Management of the fuel purchasing and dispensing for the City's fleet of vehicles and equipment.</p>	<p>FTEs - 32.0 Expenditures - \$37,546</p>	<p>Procurement project management for replacement and new equipment</p> <p>Disposal project management for units at end of lifecycle</p> <p>Fuel of 39 million litres planned for 2010</p>	<p><i>The City has the fleet required to deliver approved programs and services</i></p> <p>Ensures alignment of equipment to department needs to reduce cost and environmental impact</p> <p>Storage and dispensing ensures fuel availability to essential services</p>
<p>Fleet Maintenance and Repair</p> <p>Fleet repair and maintenance service is provided for vehicles and equipment. Units range from lawn mowers to fire trucks. Service provided ranges from changing windshield wipers to engine replacements and accident repairs.</p>	<p>FTEs - 531.9 Expenditures - \$67,946</p>	<p>Maintenance and inspection of user department vehicles and equipment for fleet of over 4,200 units across 13 garage locations</p>	<p><i>Fleet Services is essential to clients' success</i></p> <p>Provides reliable, consistent, and cost-effective repair and maintenance for vast variety of vehicles and equipment</p>
<p>Fleet Engineering Services</p> <p>Services include customized fabrication, engineered modifications, life cycle and maintenance planning, failure analysis, oil analysis and interpretation.</p> <p>Safety services include 24-hour emergency accident investigation, driver training, driver permits and licenses.</p>	<p>FTEs - 53.0 Expenditures - \$5,753</p>		<p><i>Clients understand and utilize the fleet management processes and services available</i></p> <p>The City's fleet is maintained and managed for reliability and safety over the asset's lifecycle with specialized service to meet user requirements</p>
<p>Fleet Process and Performance</p> <p>Services include development of costing methods, rates, billing and reporting, as well as branch management.</p> <p>This area incurs the financing and amortization of the assets</p>	<p>FTEs - 24.0 Expenditures - \$30,001</p>		<p><i>The corporate fleet is managed in an efficient and sustainable manner</i></p> <p>Complete fleet management to ensure reliable, sustainable, and cost effective services in order for client departments to serve the public</p>
Summary	2009	2010 (Proposed)	
FTE:	617.9	640.9	
Expenditures:	\$135,087	\$141,246	
Revenues:			
External:	\$(7,407)	\$(9,967)	
Internal:	\$(129,608)	\$(132,095)	
Net Operating Requirement:	\$(1,928)	\$(816)	

Fleet Services

Strategic Initiatives

Initiative	Outcome		
Initiate a project to evaluate and implement a core fleet management information system that meets the information need of Fleet Services and our clients.	Immediate & Intermediate	Ultimate	10 Year Strategic Goal / 3 Year Priority Goal
	Fleet Services is essential to clients' success	Deliver services clients value in an efficient manner	Well Managed City

2010 Budget Impact

Base	Will be accomplished using existing resources
Incremental	<i>*A capital budget impact/request is anticipated</i>

Fleet Services

Approved 2009-2011 Capital Budget

The following is a summary of the Approved Capital Budgets. Included is a brief description of their progress to August 2009 for information purposes.

	2009 Budget	2010 Budget	2011 Budget	3-Year Budget total
Total Program Capital Budget	\$32,500	\$23,500	\$0	\$56,000

Progress on Significant Capital Projects

Fleet Services has moved into their new Ellerslie Facility in July 2009, occupying 30,000 of the 130,000 square feet. Stantec Consulting has been engaged in the Production Process Planning of the shop floor space. In October 2009, Fleet Services will work in conjunction with Capital Construction and Cohos Evamy on the detailed design of the shop floor space. Building renovations are planned to occur in 2010.

Operating Impact of Capital Projects

Service Description	2010 Budget	2011 Budget	3 year Budget Total
Debt Interest	1,372	1,328	2,700
Utilities	871	923	1,794