

Corporate Services

General Manager:  
Kate Rozmahel

# 2016-2018 Business Plan



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## Message from the General Manager

*“Corporate Services provides expertise and brings a corporate perspective as we work in partnership with operating areas to deliver programs and services to Edmontonians...”*

Corporate Services is home to a multitude of disciplines - providing insights and expertise on a daily basis to Council and our partners across the operating departments. By integrating our expertise with industry best practises and approaches, aligning with the strategic objectives of Council, we provide the internal services needed across the organization to deliver programs and service to Edmontonians.

The department is responsible for cultivating two key aspects of the city’s continued success, its people and technologies; building capacity for the organization through a skilled and engaged workforce, and via the provision of modern, sustainable and stable technologies.

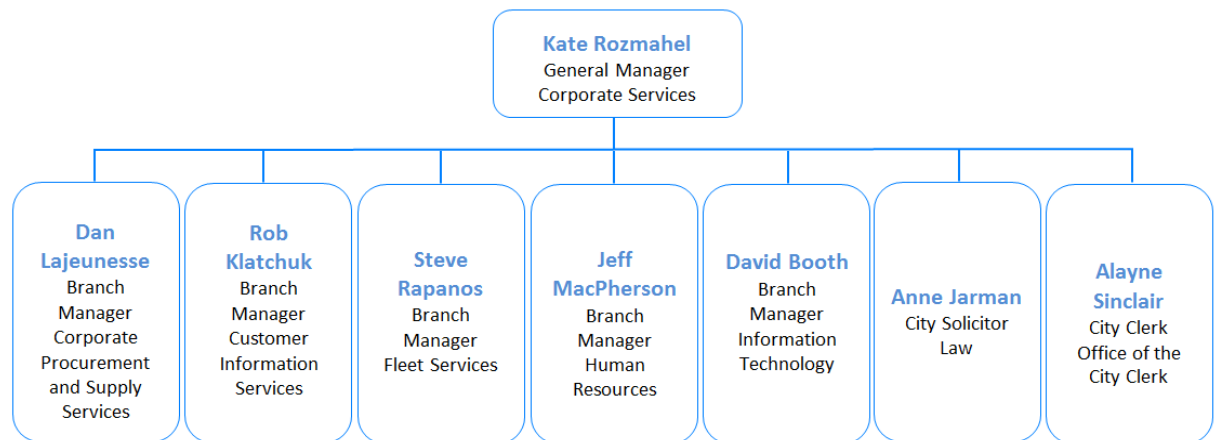
Our focus over the next three years is to continue to modernize how we enable the delivery of services - focusing our efforts on opportunities for automation, adopting new technologies and business models, and aligning services and processes to create value for the City. Our goal is to enable the delivery of services and improve the capacity of the organization while developing efficient ways to provide services to the public and partner departments.

This three-year strategic plan outlines how Corporate Services will continue to provide expert advice and support for the delivery of frontline services to citizens and advancement of *The Way Ahead*, demonstrating leadership through major transformative initiatives like Open City and our agenda to modernize and innovate how we do business.

A handwritten signature in black ink that reads "K Rozmahel". The signature is written in a cursive, flowing style.

Kate Rozmahel, General Manager

## Our Department



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

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

**Corporate Procurement and Supply Services** is the centralized supply chain management and tendering authority for the City of Edmonton. Annually, the Branch manages more than \$1 billion of spending on a wide range of goods, services and construction projects, while maintaining over 80,000 inventoried items.

**Customer Information Services** connects citizens with their City through a variety of communication channels. Annually, over 2 million interactions occur through 311 and over 11 million visitors access edmonton.ca, providing 24-hour access to City of Edmonton information, programs and services.

**Fleet Services** ensures one of the most diverse and integrated municipal fleet operations in Canada is well maintained, safe, and reliable for use on a daily basis. Managing a fleet and associated infrastructure that is valued at over \$600 million, Fleet Services is the City's experts in vehicle and equipment procurement, maintenance, fleet engineering, fabrication services, fuel management and fleet safety.

**Human Resources** provides comprehensive strategies, programs, services and consultation to meet the needs of and support the City's exceptional people resources. HR supports over 12,000 employees, annually hires more than 5,000 staff from over 150,000 applicants, and provides oversight of the collective agreements and relationships with eight union organizations representing City staff.

**Information Technology** assists all areas of the organization in improving current processes and finding innovative and sustainable technology solutions to meet business challenges. The branch will be leading the implementation of 388 significant IT capital projects over the approved four year capital budget, while supporting more than 15,500 desktop and mobile devices, maintaining 145 business applications and five enterprise-wide applications, and managing over 200 network sites connecting 255 locations across the City.

**Law Branch** initiates legal action, prosecutes bylaws, and provides legal defence in actions brought against the City and is responsible for daily oversight of security and risk issues. In 2014, the branch represented the City at the Court of Queen's Bench in over 6,000 bylaw prosecutions, insured \$9.8 billion of municipal assets, and provided security advice and oversight across the diverse spectrum of municipal facilities.

**Office of the City Clerk** is legislated to conduct the election and census, provide governance and secretariat support for Council and Committee meetings and quasi-judicial tribunals, ensure access to information and protection of privacy, and maintain official municipal records. In 2014, the Clerk's Office administered 135 Council and Committee meetings totalling over 540 hours and processed close to 1,800 Assessment Review Board complaints, 400 FOIP requests, and 1,300 Council and Committee reports.

**Departmental & Corporate Initiatives (Open City):** The City of Edmonton's Open City Initiative guides the development of innovative solutions in an effort to connect Edmontonians to City information, programs, services and engagement opportunities. The Open City team facilitates the City's open government agenda with a uniquely municipal government perspective. Open City acts as the umbrella encompassing all of the innovative open government work underway across the City.

**Departmental & Corporate Initiatives (Building a Great City):** The corporate culture initiative is helping build a great city by aligning behaviours, structures and processes with Leadership Expectation and Principles, and the vision and goals laid out in *The Way Ahead*. The grassroots culture network has almost 400 Ambassadors spread out across the entire organization and in 2014 the Great City event engaged, inspired and celebrated over 2,000 supervisors and employees.



Corporate Services plays an enabling role in almost every aspect of the City's operations and in the delivery of programs and services to over 800,000 Edmontonians

## Department Outcomes

The work across Corporate Services is aligned under three key focus areas and outcomes. These themes are visible across the branch plans and act as the framework from which Corporate Services advances the City's Vision.

FOCUS AREAS	OUTCOMES	METRIC CATEGORY
Building capacity and enabling success	The organization has the expertise and technologies it needs to deliver programs and services to Edmontonians.	Efficiency/ Productivity measures
Core service delivery	Corporate services are provided at a standard that meet the needs of the corporation	Effectiveness measures (e.g., service levels, client satisfaction)
Facilitating and cultivating innovation	City operations reflect innovative and modern best practises	Innovation and improvement measures (e.g., service improvements, cost savings, adoption of new business models)



As stewards for the organization, we promote and support innovative business models and services, fulfilling an oversight role through designated officials, supporting sound decision making and policy development.

# Contribution to the City's Vision

## THE WAY AHEAD

Corporate Services plays an essential role in the advancement of Council's Vision, *The Way Ahead*. The Department leads and supports initiatives, programs and projects aligned with the organization's everyday commitment to enhance the quality of life for Edmontonians.



<p><b>THE WAY WE GROW</b> EDMONTON IS ATTRACTIVE AND COMPACT</p> 	<p>In order to achieve a clean and attractive city, the <b>Law Branch provides enforcement advice and bylaw prosecutions</b> for graffiti, littering, dumping, property clean-up, and unauthorized tree cutting.</p>
<p><b>THE WAY WE MOVE</b> EDMONTONIANS USE PUBLIC TRANSIT AND ACTIVE MODES OF TRANSPORTATION</p> 	<p>Corporate Services supports increasing ridership of public transit through effective <b>management of the fleet</b> and the <b>City's risks related to land expropriations and procurement of the LRT P3 agreement</b>.</p>
<p><b>THE WAY WE LIVE</b> EDMONTONIANS ARE CONNECTED TO THE CITY IN WHICH THEY LIVE, WORK AND PLAY</p> 	<p>The <b>Open City</b> initiative guides the development of innovative solutions in an effort to connect Edmontonians to City information, programs, services and engagement opportunities.</p>
<p><b>THE WAY WE LIVE</b> EDMONTON IS A SAFE CITY</p> 	<p>The Law Branch contributes to Edmonton being a safe city for the public and staff through the <b>provision of security and advice for municipal facilities including City Hall</b>.</p>
<p><b>CORPORATE CULTURE INITIATIVE</b></p>	<p>The culture of our corporation reflects how the City interacts with Council, citizens and other stakeholders. To be successful, the organization needs <b>engaged employees, effective leadership, collaborative workplaces</b>, high performance and a citizen-centric focus.</p>
<p><b>CONDITIONS OF SUCCESS</b></p>	<p>Corporate Services plays a pivotal role in the City's capacity to advance The Way Ahead as part of the Conditions of Success for the plan. The department is focused on <b>developing organizational capacity</b>, employing sound management practices, enabling operations and communicating effectively with partners.</p>

## COUNCIL INITIATIVES

Council Initiatives include a number of key priority projects for the City of Edmonton. The Department supports all of these projects through day-to-day operations, supporting the corporate lead areas that are charged with leading this work.

<b>PUBLIC ENGAGEMENT</b>	As part of <b>Open City and the ongoing governance role facilitated by the Office of the City Clerk</b> , Corporate Services supports effective public engagement through an effective municipal governance process and the development of tools that facilitate transparent and accessible interaction with the public.
<b>INDIGENOUS PEOPLES STRATEGY</b>	Through the provision of <b>Aboriginal Awareness training, Human Resources</b> will promote understanding around the history and impact of residential schools, provide education on Aboriginal Peoples and open dialogue within the organization on reconciliation in the workplace.
<b>PUBLIC TRANSIT</b>	Fleet Services supports the Council Initiative for Public Transit through the <b>ongoing maintenance of the Transit fleet</b> , working with suppliers to manage costs and implementation of new technologies to provide future data analysis opportunities.
<b>2% INNOVATION PROGRAM</b>	As part of the <b>Modernization Agenda</b> , the Department works with stakeholders across the corporation to implement innovative programs, initiatives, technologies and business models to improve the efficiency and sustainability of municipal operations.



Corporate Services plays an essential role in the advancement of Council's Vision, *The Way Ahead*. The Department leads and supports initiatives, programs and projects aligned with the organization's everyday commitment to enhance the quality of life for Edmontonians.



## CORPORATE LEADERSHIP TEAM - STRATEGIC FOCUS AREAS

To support the City's Vision and Council Priorities, the Corporate Leadership Team has developed strategic focus areas to ensure that the organization has the operational capacity to deliver on the projects, initiatives and tactics that support the objectives. The Department has a prominent lead or supporting role across all of the CLT Strategic Focus Areas; the following is a sample of these initiatives.

<b>ADMINISTRATIVE GOVERNANCE - DEVELOPING CAPACITY</b>	Corporate Services <b>builds the organizational capacity</b> through the attraction and retention of quality employees, fostering learning and development, and optimizing employee performance. Through the delivery of technology infrastructure and services, Corporate Services provides the organization with the tools to effectively deliver services on behalf of the public.
<b>CORPORATE OVERSIGHT - PERFORMANCE OF THE ORGANIZATION</b>	The Department provides information through the use of <b>data analytics and reporting</b> to support informed decision making across the corporation and sound policy development.
<b>CITY COUNCIL INTERFACE</b>	Corporate Services ensures that <b>information is provided</b> to Council in a coordinated and effective manner that supports and optimizes Council decision making.
<b>MAJOR INITIATIVES</b>	Through the provision of expertise and sound advice, the Department supports the <b>successful execution of strategic, transformative, large scale initiatives</b> for the organization including annexation, the Big City Charter and the LRT P3 process.
<b>EXTERNAL INTERFACE - STRATEGY TO BUILD RELATIONSHIPS</b>	Corporate Services pursues <b>key relationships with the local marketplace, technology and other industry partners and leverages relationships with cross-jurisdictional organizations</b> to enhance the City's profile and organizational capacity.
<b>OPEN CITY</b>	Corporate Services coordinates the <b>Open City</b> initiative which guides the development of innovative solutions in an effort to connect Edmontonians to City information, programs, services and engagement opportunities.

## DEPARTMENT INITIATIVES

### BUILDING CAPACITY AND ENABLING SUCCESS

*Capacity of City programs is increased through expert advice and effective resources, processes and technology.*

Corporate Services is responsible for ensuring that the organization has the expertise, technologies and leadership capacity to enable the achievement of the Council and organizational objectives.

#### Highlight Projects

- I. Implement The City of Edmonton Corporate Workforce Plan (2015-2020). Key elements of the plan include:
  - A. **Talent:** Attract and retain a diverse, engaged, innovative and skilled workforce to build a great City.
  - B. **Learning:** Leverage learning as a competitive advantage in building a strong and sustainable workforce for today and the future.
  - C. **Performance:** Optimize individual and organizational performance.
- II. Provide the technology to enable programs and services of the City to be achieved:
  - A. From 2015-2018, the Information Technology Branch will implement the projects and initiatives as outlined in the currently approved Capital Plan.
  - B. Provide technologies and tools that enable staff to collaborate and do their work according to their work requirements (eg. in-field, in teams, in the office).
  - C. Implement directives, standards and technologies that enable the organization manage and access electronic information for enhanced decision making and policy development.
- III. Build an intentional Corporate Culture of engaged employees, effective leadership, high performance, collaborative workplaces and citizen-centred service to develop our organizational capacity.



The Department provides information through the use of data analytics and reporting to support informed decision making across the corporation and sound policy development.

## CORE SERVICE DELIVERY

*Corporate services are provided at a standard that meet the needs of the corporation.*

Achievement of the City's Vision as expressed through *The Way Ahead* is supported through a balanced provision of internal shared services - ensuring city operations are grounded in service delivery which is responsive to customer needs and the evolving needs of the corporation. As an open city Edmonton is also focused on being inclusive and enabling citizens to participate in the design and delivery of programs and services.

### Highlight Projects

- I. Work as a trusted partner on major transformative projects as outlined in the The Ways Implementation Plan, such as: The Big City Charter, Annexation, LRT P3 ValleyLine, Blatchford, Rossdale redevelopment, Civic Precinct, Galleria
- II. Demonstrate leadership in supporting the City's *Energy Transition Strategy* with respect to our own civic operation (Strategic Action 4), specifically related to the fleet:
  - A. Implement the Sustainable Fleet Management Plan to provide sustainable and effective fleet management strategies such as targeted lifecycle management, fuel management strategies, anti-idling, and piloting of alternative fuel vehicles.
- III. Lead the organization's Open City program focusing on guiding the development of innovative solutions in an effort to connect Edmontonians to City information, programs, services and engagement opportunities. This includes open data, citizen dashboard, 311 Explorer and the Edmonton Insight Community.



We work as a trusted partner on major transformative projects such as the Blatchford redevelopment - providing legal, procurement and other services vital to the success of the project.

## BUILDING A GREAT CITY

### FACILITATING AND CULTIVATING INNOVATION

*The City's operations reflect innovative and modern best practices.*

Corporate Services leverages transformative work through the modernization agenda and Open City to challenge our program environment towards innovative, continuous improvement. The department implements frameworks, tools, and best practices in support of changing the way we do business

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#### CORPORATE SERVICES MODERNIZATION AGENDA

This corporate initiative is focused on providing expertise while leading process, business model and technology changes across all areas of municipal service delivery. The modernization agenda will focus on the following themes:

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- I. **Increase self-service** for citizens by updating the online user experience of the City's website and portals, enhanced 311 communication across departments and branches for timely citizen responses, and updating City facilities with WiFi connectivity at speeds required by everyday users.
  - II. **Lead a Paperless strategy** to reduce the volume of paper supporting city operations and governance through tactics such as cloud-based office software.
  - III. **Embrace technology automation** across programs to enhance the capacity of organizational resources in service delivery.
  - IV. **Enable field workers through mobile technology** to provide staff with the ability to complete processes at the work site, reducing travel/administrative time and allowing greater focus on providing quality services to citizens.
  - V. Leverage the vast stores of the City's electronic data and analytic capability to **support informed policy development and decision making**.
  - VI. **Streamline processes** within branches and across functional units to **create a more collaborative work environment** that is more responsive to citizens.
  - VII. **Continuous improvement** through business model optimizations across branches that deliver better-value public services.
  - VIII. Mitigate increasing Fleet costs **through targeted lifecycle analysis across the different fleet categories**
-

**CORPORATE SERVICES CULTURE ACTION PLAN**

Corporate Services is dedicated and passionate about public service. High levels of professionalism, integrity and ethical behavior characterize relationships, both internally and externally. Collaboration and teamwork are valued through a shared corporate vision and common goals. To be successful our organization needs engaged employees, effective leadership, collaborative workplaces, high performance and a citizen-centric focus.

<p><b>Areas of Focus</b></p> <p>(based on results from the Employee Engagement and Diversity Survey)</p>	<ul style="list-style-type: none"> <li>● "I see a clear linkage between my work and the City's long-term vision"</li> <li>● "I have trust and confidence in my Department's leadership team's ability to achieve the City's goals"</li> <li>● "In the last six months, my immediate supervisor has talked to me formally about my performance"</li> </ul>		
<p><b>Actions to be Taken</b></p>	<ul style="list-style-type: none"> <li>● Implement a communication strategy designed to promote a better understanding of staff's role and contribution to the Way Ahead.</li> <li>● Hold various sessions (e.g., Extended Leadership Team) to facilitate access to and networking with the Department's leadership team.</li> <li>● Implement formal performance reviews with all staff as a standard item in Personal Contribution Plans.</li> </ul>		
<p><b>Measures</b> (% favourable survey response)</p>	<p><b>2012</b> (Actual)</p>	<p><b>2014</b> (Actual)</p>	<p><b>2016</b> (Target)</p>
<ul style="list-style-type: none"> <li>● Overall Engagement</li> <li>● Overall Culture</li> <li>● Overall Workplace</li> <li>● Overall Immediate Supervisor</li> </ul>	<p>64.0 64.7 60.5 72.5</p>	<p>64.9 59.7 60.8 71.4</p>	<p>increase to 70% increase min 5% increase min 5% maintain &gt;70%</p>

Our award winning culture is one of the foundational organizational pillars in achieving the business objectives set out in The Way Ahead.



# Risk Identification and Emerging Opportunities

## RISK IDENTIFICATION

The following table identifies the operational risks associated with Corporate Services' operations. Risks outlined are similar to organizations that are complex and diverse. The Likelihood score is from 1-Rare to 5-Almost Certain. The Impact score is from 1-Minor to 5-Worst case.

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Financial / Economic impacts of direction of other orders of government.	4	3	The Department will ensure agility in our operations to continue to meet service level needs in an efficient manner.	Corporate Risk
External supply of labour / increased retirements.	3	3	Corporate Services is carrying out an extensive project around succession planning to ensure that the organization has the capacity to meet service needs moving forward. Expand/leverage social media to attract a wide scope of potential new employees.	Corporate Risk
Impact of currency fluctuations, interest rates on operational costs.	4	2	Corporate Services continues to work closely with suppliers and clients to minimize the cost impacts related to economic factors. Continue working with Treasury to leverage hedging strategies where it makes sense. Opportunity purchases.	Corporate Risk

## EMERGING OPPORTUNITIES

- Annexation (Metro region):** The impacts of current annexation processes involving the City of Edmonton will affect the scope of services provided across the corporation including offering shared services and support to other regional partners.
- Big City Charter/Municipal Government Act (MGA):** Changes to the MGA or the

implementation of a Big City Charter will have broad impacts on municipal operations. The Department will be agile and responsive in our services to ensure a seamless transition.

3. **New technologies:** There is a greater influence of technology (mobile, big data and social media) affecting how services are delivered and creating new opportunities. The Department will continue to seek modernization opportunities across the organization.

## Department Structure and Branches

The following table identifies the Department's Branches and the Programs within each Branch:

Corporate Procurement and Supply Services	Customer Information Services	Fleet Services	Human Resources
Procurement	311	Fleet Operations	Recruitment
Supply Chain Management	Corporate Web Office	Municipal Fleet Maintenance	Employee Service Centre
Digital Print Centre and Corporate Mail Services	Inside Information	Transit Fleet Maintenance	Corporate Safety and Disability Management
			Enterprise Learning
			HR Consulting & Systems

Information Technology	Law Branch	Office of the City Clerk
Corporate IT Services	Solicitors	Governance and Legislative Services
Applications	Litigation	Tribunals
Infrastructure	Risk Management	Elections and Information Services
IT Administration	Security	Council and Administrative Services

For more information on the Branches or the Programs within, please refer to the 2016-2018 Branch Business Plans.

# Corporate Procurement and Supply Services

CORPORATE SERVICES

Branch Manager:  
Dan Lajeunesse

# 2016-2018 Business Plan





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## Message from the Manager

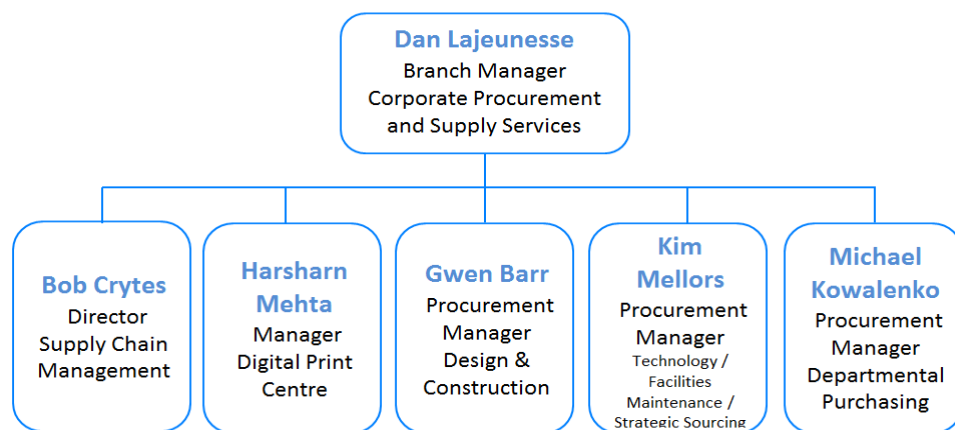


**“The Corporate Procurement and Supply Services Branch is focused on delivering exceptional service and innovative thinking that is helping our clients succeed and contributes to building a great City.”**

The 2016-2018 Corporate Procurement and Supply Services business plan highlights the priorities that will guide the modernization of our Branch services over the next three years. The initiatives outlined in this plan are aligned with Corporate and Departmental outcomes and demonstrate the scope and contribution of Branch services to enabling the effective delivery of the City’s core services as well as the strategic goals articulated in *The Way Ahead* and the six *Ways* plans. A constant focus on innovation and continuous improvement is evident throughout this 2016-18 business plan. By continually seeking out leading practices from the public and private sectors that can be applied in the City environment, emphasizing a One City approach that focuses on building strategic relationships and being intentional about customer service excellence, the Corporate Procurement and Supply Services Branch will continue to deliver quality services and business value to the organization. The Branch is also a pioneer, developing innovative programs and approaches that receive external recognition as leading practices and are being leveraged by other municipalities and the broader public sector.

Dan Lajeunesse, Branch Manager

A handwritten signature in black ink, appearing to read 'Dan Lajeunesse'.



## Our Branch

The Corporate Procurement and Supply Services Branch (CPSS) is the centralized supply chain management and tendering authority for the City of Edmonton, and is responsible for setting corporate policy and delivering a full range of business services including procurement, inventory management and distribution, mail processing and digital print services. Annually, Corporate Procurement and Supply Services manages more than \$1 billion of spend on a wide range of goods, services and construction projects, while maintaining over 80,000 inventoried items supporting a wide range of civic operations.

Branch employees bring specialized skills, an understanding of their client’s business needs and objectives as well as knowledge of industry best practices to the delivery of services which are efficient, effective and valued by our customers.

From sourcing hard-to-find parts to advanced inventory forecasting, specialized printing to developing go-to-market strategies for complex procurements, the Branch provides leadership to maximize benefits and develop the best possible solutions for clients and the City.

The Corporate Procurement and Supply Services Branch acts as an enabler towards Building a Great City; this is achieved by delivering quality services and providing expert advice that enables all City Branches to meet their business goals and citizen service expectations, and contributes directly or indirectly to many of the goals and outcomes in *The Way Ahead* and the six *Ways* plans.

FOCUS AREA	OUTCOME	METRIC CATEGORY
Building Capacity for Success	<b>CPSS enhances strategic relationships</b> with clients by understanding their business needs and objectives and working collaboratively to implement strategies that enable success.	Efficiency/ Productivity measures
Delivery of Core Services	<b>CPSS creates value for clients and the City</b> through the development and advancement of strategic opportunities that drive best value and innovation.	Effectiveness measures (e.g., service levels, client satisfaction)
Facilitating & Cultivating Innovation	<b>CPSS delivers service excellence</b> through a culture of continuous improvement and flexible, efficient business processes that are supported by the right tools and technology.	Innovation and improvement measures (e.g., service improvements, cost savings, adoption of new business models)

# Contribution to the City's Vision



## THE WAY AHEAD

The Corporate Procurement and Supply Services Branch provides leadership to initiatives and procurement practices that contribute to *The Way Ahead*, and the Branch is highlighting two areas in the 2016-18 Business Plan that contribute to its implementation.

**THE WAY WE MOVE -  
EDMONTONIANS USE PUBLIC TRANSIT AND  
ACTIVE MODES OF TRANSPORTATION**



The Corporate Procurement and Supply Services branch supports the advancement of this goal through leadership of the Valley Line LRT P3 procurement.

**CONDITIONS OF SUCCESS -  
SOUND MANAGEMENT PRACTICES AND  
PROCESSES**

Corporate Procurement and Supply Services branch advances sound management practices through a continued focus on delivering quality procurement, supply chain and print/mail services to all partner departments.



The Corporate Procurement and Supply Services branch supports the advancement of this goal through leadership of the Valley Line LRT P3 procurement.

## COUNCIL INITIATIVES

Council Initiatives include a number of key priority projects for the City of Edmonton. The Corporate Procurement and Supply Services branch supports all of these projects through day-to-day operations, supporting the corporate areas charged with leading this work.

The Corporate Procurement and Supply Services branch provides direct support to the Council initiatives through the tactics and initiatives listed below.

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### PUBLIC TRANSIT

Corporate Procurement and Supply Services Branch delivers effective procurement, inventory management & distribution for over \$20 Million in transit parts supporting efficient public transit services.

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Corporate Procurement and Supplies Services Branch delivers effective procurement, inventory management & distribution for all business areas including parts used by ETS to maintain their fleet of 936 buses and 94 LRT cars.

## CORPORATE LEADERSHIP TEAM - STRATEGIC FOCUS AREAS

Corporate Procurement and Supply Services will support the CLT Strategic Focus areas through the completion of the following initiatives.

<b>CORPORATE OVERSIGHT - PERFORMANCE OF THE ORGANIZATION</b>	Procurement dashboards and analytics will be developed to enable improved senior management oversight related to tendering and procurement decisions.
<b>OPEN CITY</b>	<p>Corporate Procurement and Supply Services will advance the <i>Open City Initiative</i> through the development of an Open Local Marketplace that will facilitate access to City procurement opportunities for local small- and medium-sized businesses.</p> <p>Corporate Procurement and Supply Services will advance the Open City Initiative by pursuing Open Procurement through the increased automation of the City's procurement and contracting processes.</p>
<b>MAJOR INITIATIVES</b>	Corporate Procurement and Supply Services supports the advancement of major initiatives by providing leadership in procurement strategy development and execution essential for initiative success including the Valley Line LRT P3 procurement process.
<b>EXTERNAL INTERFACE</b>	Corporate Procurement and Supply Services establishes and maintains relationships with the marketplace that enhances the City's external relations and reputation and positions the City as a customer of choice.

## BRANCH INITIATIVES



The Corporate Procurement and Supply Services Branch will pursue a number of initiatives over the next three years to build capacity and enable success within the organization. These initiatives support the branch outcomes of building strategic relationships, creating value for the City, and delivering service excellence.

The theme of modernization is evident throughout all sections of the Branch, as these initiatives are driven by a constant focus on innovation and continuous improvement. Corporate Procurement and Supply Services continues to seek out leading practices from both the public and private sectors to deliver effective and efficient services to the organization.

## BUILDING CAPACITY AND ENABLING SUCCESS

### ENHANCING STRATEGIC RELATIONSHIPS

*CPSS enhances strategic relationships with clients by understanding business needs and objectives and working collaboratively to implement strategies that enable success.*

### Highlight Projects

- Implement flexible and innovative procurement approaches that can be applied in increasingly complex and non-traditional spend categories (e.g., land development, leases, etc.)
- Develop Department Procurement dashboards to enable improved senior management oversight and decision-making based on procurement and spend reporting and analysis (2016)
- Work closely with suppliers and industry associations to drive supplier innovation and position the City as a customer of choice



## DELIVERY OF CORE SERVICES

*CPSS creates value for clients and the City through the development and advancement of strategic opportunities that drive best value and innovation.*

### Highlight Projects

- Increase support for local businesses by creating greater awareness to City procurement opportunities and enabling access through the development of an Open Local Marketplace portal (2016-17)
- Implement the *Sustainable Purchasing Plan* to increase the application of sustainable purchasing practices that support social, environmental and economic objectives (2016-18)
- Support organizational readiness and awareness related to the procurement implications of the *Canada-EU Comprehensive Economic and Trade Agreement (CETA)*
- In partnership with Fleet Services Branch, enhance asset management practices by leveraging recommendations from the Transit Review (Long-term Capital and Operating Plans, parts improvement and availability initiatives, parts cost management) (2016)
- Expand the Digital Print Centre expanded service offerings (e.g., parking violation ticket printing via new parking management system) (2016-18)
- Increase procurement service capacity to support growth in high demand areas, particularly in Drainage infrastructure and flood-prevention, technology-related projects and capital construction projects (requires additional resources) (2016)



The Digital Print Centre provides print services for all City departments - confidential documents, promotional materials, banners, brochures, envelope inserting, posters and specialty printing.



## BUILDING A GREAT CITY

### FACILITATING AND CULTIVATING INNOVATION

CPSS delivers service excellence through a culture of continuous improvement and flexible, efficient business processes that are supported by the right tools and technology.

<b>CATEGORY MANAGEMENT (2016)</b>	Potential Cost Savings - Category Management represents a significant shift in how the City plans for and executes procurement in its major spend categories. It uses concepts such as strategic sourcing, lifecycle costing, demand management, process improvements, and performance measurement to optimize the City's procurement processes. Two Category Management pilots in the Design & Construction areas are planned to be completed in 2016.
<b>SUPPLIER PERFORMANCE MANAGEMENT PROGRAM (2016)</b>	Service Improvement - Supplier performance management will provide a formalized and defensible means of rating supplier performance on City projects and will reward strong performers while protecting the City from poor performing suppliers. This corporate program covers all construction-related consultants and contractors, representing well over \$500 million in annual spend.
<b>ELECTRONIC BIDDING (2016)</b>	Service Improvement - Electronic bidding capabilities will enable the City to more effectively manage the submission and evaluation of bids and proposals received through open procurement processes. Through electronic bidding, the City will significantly reduce the number of non-compliant bids received, eliminate the processing and storage of hard copy bids and proposals and facilitate online electronic bid evaluation processes.
<b>PROCUREMENT PROCESS AUTOMATION (2016 - 2018)</b>	Potential Cost Savings/Avoidance - Pursue enabling technologies that will improve the efficiency and effectiveness of end-to-end procure/contract/payment processes and will increase CPSS Branch resource capacity to manage future growth pressures.

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**PROCUREMENT DOCUMENT MODERNIZATION  
(2016 - 2017)**

Service Improvement - Procurement document modernization for all competitive bidding (tender/RfX) templates and standard contract documents to increase competition on City procurements.

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**SUPPLY CHAIN MANAGEMENT INNOVATIONS  
(2016 - 2018)**

Service Improvement - Supply Chain Management innovations through technology enhancements aimed at increasing capabilities for inventory analytics, demand forecasting and supplier on-time delivery monitoring.

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**CORPORATE PROCUREMENT & SUPPLY SERVICES CULTURE ACTION PLAN**

The Corporate Procurement and Supply Services Branch is dedicated and passionate about public service. High levels of professionalism, integrity and ethical behavior characterize relationships, both internally and externally. Collaboration and teamwork are valued through a shared corporate vision and common goals. The Branch strives for a vibrant organizational culture where employees feel appreciated, recognized and affirmed. To be successful our organization needs engaged employees, effective leadership, collaborative workplaces, high performance and a citizen-centric focus. Engagement survey responses increased to 83% in 2014, a 10% increase over the 2012 survey.



Working closely with management, CPSS Branch Employee Engagement Committees have developed a list of action items which include - working to improve internal communication and collaboration within the branch and modernizing all procurement tender/RFP document templates and contract documents.

<p><b>Areas of Focus</b></p> <p>(based on results from the Employee Engagement and Diversity Survey)</p>	<ul style="list-style-type: none"> <li>● "I see a clear linkage between my work and the City's long-term vision"</li> <li>● "I have trust and confidence in my Department's leadership team's ability to achieve the City's goals"</li> <li>● "In the last six months, my immediate supervisor has talked to me formally about my performance"</li> </ul> <p>In addition to the three departmental focus areas above, CPSS will pursue improvements in the following Branch focus areas:</p> <ul style="list-style-type: none"> <li>● In my branch, information is widely shared so that everyone gets the information when it's needed</li> <li>● I receive enough training to do my job effectively</li> <li>● Employees in the branch work as though they are part of a team</li> </ul>		
<p><b>Actions to be Taken</b></p>	<ul style="list-style-type: none"> <li>● CPSS Branch Employee Engagement Committees were established in early 2015. Working closely with management, these committees have developed a list of action items which include: <ul style="list-style-type: none"> <li>○ Work to improve internal communication and collaboration within the branch.</li> <li>○ Modernizing all procurement tender/RFP document templates and contract documents</li> <li>○ Work to improve onboarding process</li> <li>○ Work to improve internal training for staff on new and existing tools and processes, including coaching and mentoring opportunities</li> <li>○ Ensure all employees have taken the Respectful Workplace training and refresher training</li> </ul> </li> </ul>		
<p><b>Measures</b> (% favourable survey response)</p>	<p><b>2012</b> (Actual)</p>	<p><b>2014</b> (Actual)</p>	<p><b>2016</b> (Target)</p>
<ul style="list-style-type: none"> <li>● Overall Engagement</li> <li>● Overall Culture</li> <li>● Overall Workplace</li> <li>● Overall Immediate Supervisor</li> </ul>	<p>66.3</p> <p>64.4</p> <p>68.2</p> <p>65.9</p>	<p>66.8</p> <p>63.8</p> <p>64.8</p> <p>64.4</p>	<p>70%</p> <p>70%</p> <p>70%</p> <p>70%</p>

# Risk Identification and Emerging Opportunities

## RISK IDENTIFICATION

The following table identifies the operational risks associated with the Branch. The Likelihood score is from 1-Rare to 5-Almost Certain. The Impact score is from 1-Minor to 5-Worst Case.

Identify any risks (limit to no more than 5) that could impair the Branch’s ability to achieve the stated outcomes and proposed mitigation strategies.

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Impacts from currency and cost fluctuations	3	3	Long term fixed price agreements, currency hedging strategies, opportunity purchases	Shared (Procurement, Finance, Depts.)
Lack of competitive bids due to competition from other owners, private developers	3	3	Position City as customer of choice through reducing red tape, risk allocation	Shared (Procurement, Law, Depts.)
Financial risks - contractual risks	1	4	Strong governance practices, corporate oversight, skill and experience level of procurement staff, use of best practices, and building strong industry relationships.	Shared (Procurement, Law, Depts.)
Supplier risk due to performance failure, bankruptcy, etc.	1	3	Supplier performance management. Alternative supplier strategy for critical requirements	Procurement, Depts.
Legal / Regulatory risks (trade agreements, contract law, etc.)	1	3	Control measures, policy, centralized procurement (i.e., oversight), support from legal expertise, and specialized knowledge of procurement best practices.	(Procurement, Law, Depts.)

## EMERGING OPPORTUNITIES

1. **Succession Planning:** Like most other organizations, the CPSS Branch is facing an aging workforce and several retirements in key positions over the next few years. In order to maintain service delivery standards, the branch must invest in talent management and succession planning in order to deal with the loss of experience and skills.
2. **CETA Trade Agreement:** With the Canada-EU Trade Agreement approved in Parliament, CPSS Branch will prepare the organization for procurement implications, process changes, and training for City staff.
3. **Procurement and Supply Chain Management Technology:** Technology innovations continue to increase organizational capacity through self-service and process automation and improve procurement and supply chain decision-making and outcomes.

In September of 2014, Corporate Procurement and Supply Services moved entirely to the electronic distribution of construction tender plans and documents, discontinuing the use of paper based documents. This example of modernization enabled significant cost avoidance and environment benefits for the City.



## Branch Structure and Programs

The following table identifies the Branch Programs and the functions within the Programs:

Procurement	Supply Chain Management	Corporate Print and Mail Services
Procurement policy development, strategic advice and procurement planning	Warehousing/stores operations	Production Print Services (B&W, colour and specialty)
Tender/RFx and contract preparation and management	Parts management and distribution	Corporate Mail processing and distribution
Supplier development and performance management	Inventory purchasing and analytics	
Lead Strategic Sourcing efforts applied to corporate-wide spend categories		



The Procurement section works closely with clients across the organization and the Edmonton Police Service to develop and execute procurement strategies and to provide a range of purchasing services.

The Supply Chain Management section is responsible for delivering a range of corporate and client-specific inventory management and distribution services that support all City departments and civic operations.

The Digital Print Centre (DPC) provides a full range of professional print services to the corporation.

## Program 1: Procurement

The Procurement section works closely with clients across the organization and the Edmonton Police Service to develop and execute procurement strategies and to provide a range of purchasing services. It is critical that the City's procurement processes are open, fair, transparent and deliver value for money.



Given the scale and impact of the City's expenditures in the marketplace, there is an ability to leverage this purchasing power to advance a range of public policy objectives confirmed by City Council related to local economic development, environmental sustainability, social and ethical procurement and financial sustainability. By viewing procurement through the lens of the City's Sustainable Purchasing Policy (approved by City Council in 2010) and procurement-enabled goals within the *Way We Live, Green, Prosper* and *Finance*, the City can demonstrate a true quadruple bottom line focus in its procurement decisions.

### SERVICE STANDARDS

Service standards include working with business areas and at the enterprise level to achieve best value for money, ensuring that the City is protected from procurement risks, working closely with suppliers and industry associations to drive innovation and position the City as a customer of choice, and providing the City with the capacity to deliver all programs and services.

### BUSINESS / COST DRIVERS

- Number of RFPs and tenders
- Complexity and time-sensitivity of projects

## Program 2: Supply Chain Management

The Supply Chain Management section is responsible for delivering a range of corporate and client-specific inventory management and distribution services that support all City departments and civic operations. The section consists of warehousing/stores operations, parts management and distribution, inventory purchasing and analytics, customs, surplus disposal services and emergency logistics.

In 2014 the Supply Chain Management section managed over 82,000 active stock items with an inventory value of \$19.8 million. The section includes employees operating in over 30 geographic locations throughout the City to supporting all City Departments and the Edmonton Police Service. Primary inventory hubs are located at Central Stores warehouse (corporate inventories, emergency logistics and a municipal fleet parts hub) and Richard Paterson Transit garage (transit parts hub). Satellite inventory locations include parts stores in all Transit/LRT and Municipal Fleet maintenance facilities, Drainage stores, the EWMC site, and Roadways Maintenance stores.

With a dedicated focus on inventory management, accountability for the use and enhancement of the Corporate Inventory Management system (SAP), and tight integration with inventory procurement staff, a centralized inventory management model allows Branches to focus on their core business while the Supply Chain Management section continues to focus on service efficiencies Corporate Procurement and Supply Services continues to work with key clients such as Fleet Services and Edmonton Transit to refine and improve parts management processes.

### SERVICE STANDARDS

Service standards include providing industry leading parts management, centralized warehousing services, reducing inventory management costs, and enabling clients to focus on their core services.

### BUSINESS / COST DRIVERS

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



## Program 3: Corporate Print and Mail Services

### *Digital Print Centre*

The Digital Print Centre (DPC) provides a full range of professional print services, including pre-press services, colour and black & white production printing, inserting and finishing services. With a dedicated focus on City requirements and a goal of customer service excellence, the DPC offers confidential, timely and high quality print services to the Corporation at a lower cost than the marketplace.

In 2014, the DPC produced over 8.7 Million print images, including tax assessments and notices, photo enforcement violation tickets, Council agendas, and numerous other scheduled and ad hoc print jobs.

As the City has continued to find ways to reduce the use of paper and printing through increased use of technology, the Digital Print Centre has expanded its service offerings into other areas of printing that save the City money, such as wide format printing (for posters, large displays, etc.). In 2015, the DPC will commence printing and mail packaging of parking violation tickets.

### *Mail Services*

The Mail Services unit is responsible for the processing and distribution of over 7 million pieces of metered (Canada Post) and inter-office mail to more than 150 City offices and facilities across the city. The central mail processing facility is located within the Central Stores warehouse at the Westwood integrated site.

Mail services provides regular mail and small parcel delivery based on route schedules and frequencies that are established in consultation with City Departments. Route schedules are set based on balancing the service needs of clients with the capacity limitations of the mail services team to ensure that this service is cost effective. At present, there have been no noticeable reductions in mail volumes year over year, however this will continue to be monitored as opportunities arise for the Corporation to leverage options such as ePost and other electronic communication technologies that replace paper-based mail.

### SERVICE STANDARDS

Service standards include providing in-house print and mail services at lower cost than marketplace, meeting established client schedules, and providing confidential, dedicated, and timely print and mail services.

### BUSINESS / COST DRIVERS

- Number of print orders and volumes
- Mail volumes and number of delivery locations

## Planned Changes 2016 - 2018 Financial Impact

The following Branch Summary Table includes the planned changes, as summarized on the following pages, to deliver the services described in the Business Plan.

### Corporate Procurement and Supply Services 2016-2018 Plan - Branch Summary

(\$000)	2015 Budget	2016 Plan	2017 Plan	2018 Plan
<b>Revenue &amp; Transfers</b>				
User Fees, Fines, and Permits	300	300	300	300
Grants	-	-	-	-
Transfer from Reserves	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$300</b>	<b>\$300</b>	<b>\$300</b>	<b>\$300</b>
<b>Expenditure &amp; Transfers</b>				
Personnel	13,300	13,700	14,100	14,500
Non-Personnel	2,500	2,700	2,700	2,800
Intra-municipal Recoveries	(4,000)	(4,100)	(4,100)	(4,200)
<b>Total Expenditure &amp; Transfers</b>	<b>\$11,800</b>	<b>\$12,300</b>	<b>\$12,700</b>	<b>\$13,100</b>
<b>Net Operating Requirement</b>	<b>\$11,500</b>	<b>\$12,000</b>	<b>\$12,400</b>	<b>\$12,800</b>
<b>Full-time Equivalents</b>	<b>152.0</b>	<b>152.0</b>	<b>152.0</b>	<b>152.0</b>

### CHANGES TO MAINTAIN CURRENT SERVICE LEVELS

#### Personnel Inflation

Personnel inflation includes settlements of union contracts, benefit adjustments, and step/merit increases.

#### Courier Charges

The City's demand for delivery services, as well as the cost to provide those services, has steadily increased in recent years. Courier expenses include routine deliveries from the City's central warehouse, transit and municipal fleet parts hubs and rush deliveries.

#### Intra-Municipal Recoveries

*Inflationary increases of Shared Service recoveries from Utilities and Enterprises.*

# Appendix

## APPENDIX I -SUMMARY ALIGNMENT OF OUTCOMES & PERFORMANCE MEASURES

The following table is a summary of how the work of the Branch aligns to a Corporate Outcome and/or to a Corporate Leadership Team (CLT) Strategic Focus Area as well as the associated performance measures. The performance measures are intended to provide a summary of the measures that the Branch is currently monitoring and are identified throughout this business plan.

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			2014 / Baseline	2016	2017	2018	
The Way Ahead							
<b>Edmontonians use public transit and active modes of transportation</b>	Creating value for the City	Annual total transit ridership / population	-	103	104	105	The Corporate Procurement and Supply Services branch advances this goal through support to the Valley Line LRT P3 procurement process.
Council Initiatives							
<b>Public Transit</b>	Delivering Performance and Service Excellence	Average inventory turnover rate City-wide, transit & municipal fleet parts	3.59/year City-wide	4/year	4/year	4/year	Corporate Procurement and Supply Services Branch delivers effective procurement, inventory management & distribution for over \$20 Million in Transit parts supporting efficient public transit services. Focus areas include: <ul style="list-style-type: none"> <li>• Parts cost management optimization</li> <li>• Parts availability improvements</li> </ul>

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			2014 / Baseline	2016	2017	2018	
CLT Focus Areas							
<b>Corporate Oversight - Performance of the Organization</b>	Creating value for the City	<ul style="list-style-type: none"> <li>• % tender vs. sole source procurements</li> <li>• average # of bids per tender/RfX</li> <li>• % of tenders with sustainable purchasing requirements</li> </ul>	91.8%  4.5 (2013)	90%  trending upward  baseline year	90%  trending upward  trending upward	90%  trending upward  trending upward	<ul style="list-style-type: none"> <li>• Develop Department Procurement dashboards to enable improved senior management oversight to tendering and procurement results and analytics.</li> </ul>
<b>Open City</b>	Creating value for the City  Delivering Performance and Service Excellence	<ul style="list-style-type: none"> <li>· # of disqualified bids/proposals due to non-compliance with mandatory requirements</li> <li>Paper/printing reductions achieved (volume of paper saved, \$ annual cost avoidance achieved)</li> <li>· cost savings/cost avoidance realized through process efficiency</li> <li>· service timelines reduced (increases capacity to handle larger volumes of work with same resource levels)</li> </ul>	% spend by local vs. non-local businesses	83% (2013)	trending upward	trending upward	<ul style="list-style-type: none"> <li>• CPSS will advance the development of an Open Local Marketplace that will facilitate access to City procurement opportunities for local small &amp; medium businesses</li> <li>• CPSS will enhance Open Procurement by pursuing opportunities to leverage beneficial technologies aimed at modernizing the end to end procurement, contracting and payment process (supplier &amp; end user self service, electronic ordering, contract authoring and management, electronic invoicing, etc.)</li> <li>• Additional procurement data sets added to Open data catalogue (e.g. Tender/RFP results)</li> </ul>
<b>Major Initiatives</b>	Creating Value for the City Enhancing Strategic Relationships	Success rate for open procurement processes supporting major initiatives (successful contract execution)		100%	100%	100%	<ul style="list-style-type: none"> <li>• Provide leadership and expertise in strategy development and execution for all procurement projects that support the City's Major Initiatives.</li> </ul>
<b>External Interface</b>	Enhancing Strategic Relationships						<ul style="list-style-type: none"> <li>• Continuing to promote two way dialogue with key industry associations including Edmonton Construction Association, Consulting Engineers of Alberta, Alberta Association of Architects, Alberta Roadbuilders and Heavy Construction Association.</li> </ul>

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			2014 / Baseline	2016	2017	2018	
Conditions of Success							
<b>Building capacity and enabling Success</b>	Enhancing Strategic Relationships <i>Client goals are supported by understanding their business needs and working collaboratively to implement strategies that enable success.</i>	Client Satisfaction Survey Scores		>75%	>75%	>75%	<ul style="list-style-type: none"> <li>● Implement flexible and innovative procurement approaches to enable open procurement processes to be used successfully in increasingly complex or non-traditional areas</li> <li>● Develop Procurement dashboards to enable improved oversight and decision-making based on procurement and spend reporting and analysis</li> </ul>
<b>Core service delivery</b>	Creating value for the City <i>Value is created for clients and the City through the development and advancement of strategic opportunities that drive best value and innovation.</i>	<ul style="list-style-type: none"> <li>● % tender vs. sole source procurements</li> <li>● Average inventory turnover rate City-wide, transit &amp; municipal fleet parts</li> <li>● \$ spend per procurement FTE</li> <li>● Client satisfaction (from client satisfaction survey)</li> </ul>	91.8%	90%	90%	90%	<ul style="list-style-type: none"> <li>● Implement the Sustainable Purchasing Plan to increase the application of sustainable purchasing practices that support social, environmental and economic objectives</li> <li>● Readiness support for Canada-EU CETA Trade Agreement procurement implications</li> <li>● Procurement document modernization including all competitive bidding (tender/RFx) templates and all standard contract documents</li> <li>● Supply Chain Management innovations through technology enhancements aimed at increasing capabilities for inventory analytics, demand forecasting and supplier on-time delivery monitoring</li> </ul>

\*Ontario Municipal Benchmarking Initiative

# Customer Information Services

CORPORATE SERVICES

Branch Manager:  
Rob Klatchuk

# 2016-2018 Business Plan



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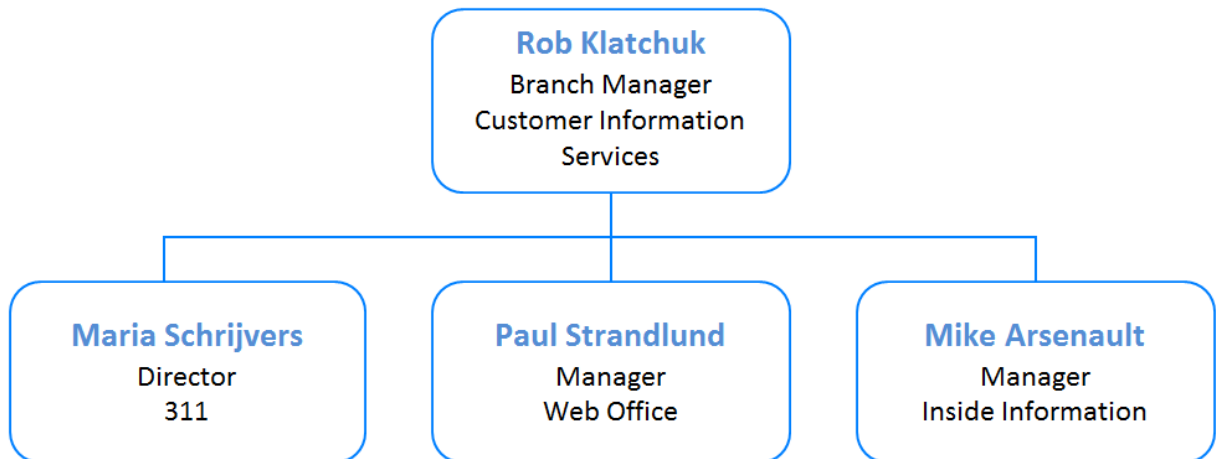
## Message from the Manager

**“We deliver a vast array of information and services through our website and 311 to ensure Edmontonians are connected to the city in which they live, work and play.”**

Customer Information Services (CIS) is the face of the City to Edmontonians through our innovative two way communication channels. CIS partners with business areas to build capacity and enable new and emerging service delivery options that align with changing citizen expectations. CIS will modernize Edmonton.ca, our primary self-service channel, with a responsive design that reflects the vibrancy of our city.

Customer Information Services is committed to delivering innovative, efficient and valued services. We are all excited to be part of building a great city!

Rob Klatchuk, Branch Manager





## Our Branch

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

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

FOCUS AREAS	OUTCOMES	METRIC CATEGORY
Building capacity and enabling success	Customer Information Services is well managed and has the capacity to meet service goals	Efficiency/ Productivity measures
Core service delivery	Citizens leverage channels to access municipal programs and services	Effectiveness measures (e.g., service levels, client satisfaction)
Facilitating and cultivating innovation	City operations reflect innovative and modern best practices	Innovation and improvement measures (e.g., service improvements, cost savings, adoption of new business models)

# Contribution to the City's Vision

## THE WAY AHEAD

The CIS branch plays a pivotal role in the City's capacity to advance *The Way Ahead* through supporting excellence in the City's operational environment as part of the Conditions of Success.



### THE WAY WE MOVE - EDMONTONIANS USE PUBLIC TRANSIT AND ACTIVE MODES OF TRANSPORTATION



CIS provides citizens with 24 hour information and access to City of Edmonton programs and services via 311 and edmonton.ca website in support of increased *transit ridership*.

### THE WAY WE LIVE - EDMONTONIANS ARE CONNECTED TO THE CITY IN WHICH THE LIVE, WORK AND PLAY



CIS provides the City Departments with the ability to engage and inform citizens using 311 and the edmonton.ca website in support of *connecting citizens to the community*.

### CONDITIONS OF SUCCESS - SOUND MANAGEMENT PRACTICES AND PROCESSES

Customer Information Services plays a pivotal role in the City's capacity to advance *The Way Ahead* through the Conditions of Success for the plan. CIS provides exceptional service through a continued focus on providing efficient and effective day-to-day operations.


## COUNCIL INITIATIVES

Council Initiatives include a number of key priority projects for the City of Edmonton. The CIS branch supports these projects through day-to-day operations, supporting the corporate lead areas that are charged with leading this work.

## CORPORATE LEADERSHIP TEAM - STRATEGIC FOCUS AREAS

Technological and digital trends are shaping and informing our service delivery needs. Citizens are using an array of technological devices requiring the need for a more responsive and modern digital delivery tool set.

<p><b>OPEN CITY - OPEN CHANNELS</b></p>	<p>Redesign the City website to reflect a modern self-service experience and to ensure information and services are more accessible and user friendly.</p> <p>CIS will implement new tools to support citizens who are engaging with social media and blogging to increase citizen participation.</p>
<p><b>CORPORATE OVERSIGHT - PERFORMANCE OF ORGANIZATION</b></p>	<p>Provide regular branch-related data and performance measures to assist in decision-making, and increase awareness and accountability of core operations.</p>



### OPEN CITY

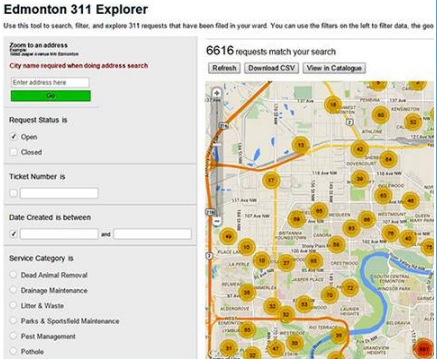
***We are more Open***

Launched in early 2015, 311 Explorer is a mapping tool that lets citizen’s search the 311 reports that have been filed near their home, ward or anywhere in Edmonton.

“311 Explorer gives individuals, businesses and community leagues easy access to information,” said Maria Schrijvers, Director of Call Centre Operations. “It is easy to use, very visual, and illustrates how open and transparent we are with 311 requests.”

With 311 Explorer, users can see details of 311 reports for 12 categories of concerns including tree maintenance, litter, and potholes. You can see which reports are open or closed, and create maps that show the concentrations of reports. 311 Explorer displays reports about public property.

311 Explorer is part of the Open City Initiative which guides the development of innovative solutions to connect Edmontonians to City information, programs, services and engagement opportunities.



**Edmonton 311 Explorer**

Use this tool to search, filter, and explore 311 requests that have been filed in your ward. You can use the filters on the left to filter data, the geo

Zoom to an address  
City name required when doing address search

Enter address here  
[Input field]

Request Status is  
 Open  
 Closed

Ticket Number is  
[Input field]

Date Created is between  
 [Date] and [Date]

Service Category is  
 Dead Animal Removal  
 Drainage Maintenance  
 Litter & Waste  
 Parks & Sportsfield Maintenance  
 Pest Management  
 Potholes

6616 requests match your search  
[Refresh](#) [Download CSV](#) [View in Catalogue](#)

**Open and transparent 311**

## BRANCH INITIATIVES

CIS continues to promote self-service channels for citizens and employees to access City of Edmonton information, programs and services. Our primary channel, edmonton.ca, has significant reach with over 11 million visits. Edmonton.ca is an industry leader in site useability and effectiveness with 91 per cent of users surveyed reporting task completion.

With the expansion of City programs and services to a growing population, the focus on web self-service options allows CIS clients to offer and direct services to the lowest cost channel. The increased use of self-service channels allows CIS and the City to meet the requirements of core service delivery and to build capacity to meet increasing service demands.



## CORE SERVICES ARE DELIVERED TO MEET THE REQUIREMENTS OF THE CORPORATION

*Citizens leverage channels to access municipal programs and services.*

### Highlight Projects

- Promote increased use of online communication and innovative self-service options (e.g., 311 promotes use of SmartBus tools).
- Improve alternate channels (e.g., 311 App) to reach diverse audiences while meeting changing citizen expectations.
- Enhance the alignment of information available on the web and within 311 to deliver better customer service.

## BUILDING CAPACITY AND ENABLING SUCCESS

*CIS is well managed and has the capacity to meet service goals.*

### Highlight Projects

- Modernize knowledge tools, training and coaching practices to maintain and enhance the already high levels of customer service.
- Enhance reporting and performance dashboards to support corporate oversight.
- Coordinate with IT and client departments in the introduction of new technology and systems to ensure minimal impact while maintaining service standards.
- Partner with Corporate Communications and Office of Emergency Management to provide support for activations of the Emergency Operation Centre.
- Support the increased demand for getting more program and service information online to drive increased use of the web self service channel. Demand for web office services is increasing as business areas take advantage of the lower cost channel. (Requires Additional Resource)



## BUILDING A GREAT CITY

### FACILITATING AND CULTIVATING INNOVATION

The Customer Information Services Branch facilitates continuous improvement and innovation efforts through ambitious customer service modernizations, and includes the following initiatives:

<b>MODERNIZE WEB ENVIRONMENT (2017 - 2018)</b>	Service Improvement/Potential Cost Savings - Implement edmonton.ca website redesign to ensure content is more accessible and user friendly by reorganizing content; updating look and feel; and providing a modern search platform. The redesign will provide a responsive design to improve the mobile formatting and reflect the citizen's changing preferences on how they want to be served.
<b>MODERNIZE CALL CENTRE TOOLS (2016 - 2017)</b>	Service Improvement - Update call centre tools and Customer Relationship Management (CRM) technologies to maintain industry leading performance and functionality that reflects the growing service expectations in a multi-channel environment. Use tools to drive towards greater use of reporting, metrics and analytics to understand performance and trends.
<b>CLASS REPLACEMENT (2017 - 2018)</b>	Service Improvement - Led by Community Recreation Facilities the CLASS program booking system will be replaced in the coming years. CIS will partner with the project so that the new online services will improve 311 and web channel experience.

Please see Appendix I – Summary Alignment of Outcomes & Performance Measures for more information.



City Services - 311 Online

- Available Online
- Activities, Sports & Recreation
- Assessment & Taxes
- Attractions & Events
- Bylaws
- Cemeteries & Memorials
- ETS (Edmonton Transit System)

From pet licences to assessment details, 311 Online provides over 150 self-service options

## CUSTOMER INFORMATION SERVICES CULTURE ACTION PLAN

CIS is proud to say that “we make a difference everyday” in serving the public and our clients! Our success is through our people and it is through their hard work, dedication and working together that we strive to deliver service excellence. CIS has been on a journey to build a strong culture and are pleased with our progress. We have focused on hearing from our staff and our participation in the survey has increased to 91 per cent in 2014 from 76 per cent in 2010. While we are pleased with their willingness to share, it is their overall approval ratings in Engagement, Culture and Workplace that are trending positively.

We will continue to focus on a number of areas to maintain and improve our Engagement and Culture within CIS.

<p><b>Areas of Focus</b></p> <p>(based on results from the Employee Engagement and Diversity Survey)</p>	<ul style="list-style-type: none"> <li>● "I see a clear linkage between my work and the City's long-term vision"</li> <li>● "I have trust and confidence in my Department's leadership team's ability to achieve the City's goals"</li> <li>● "In the last six months, my immediate supervisor has talked to me formally about my performance"</li> <li>● "In general, information in the City is communicated well."</li> </ul>		
<p><b>Actions to be Taken</b></p>	<ul style="list-style-type: none"> <li>● Branch and Department Strategic Coordinators to work together to create and deliver presentations on linkage between day-to-day Branch operations and The Ways Implementation Plans.</li> <li>● Implement ways to share information more widely and develop new communication channels within the Branch.</li> </ul>		
<p><b>Measures</b> (% favourable survey response)</p>	<p><b>2012</b> (Actual)</p>	<p><b>2014</b> (Actual)</p>	<p><b>2016</b> (Target)</p>
<ul style="list-style-type: none"> <li>● Overall Engagement</li> <li>● Overall Culture</li> <li>● Overall Workplace</li> <li>● Overall Immediate Supervisor</li> </ul>	<p>69.2</p> <p>70.7</p> <p>71.2</p> <p>76.4</p>	<p>77.4</p> <p>78.6</p> <p>78.1</p> <p>82.9</p>	<p>maintain/ increase</p>

# Risk Identification and Emerging Opportunities

## RISK IDENTIFICATION

The following table identifies the operational risks associated with the Branch. The Likelihood score is from 1-Rare to 5-Almost Certain. The Impact score is from 1-Minor to 5-Worst Case.

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Service demands from unpredictable events (eg. severe weather impact)	4	2	Use variable staffing model (mix of full time, part time and temporary resources) to adjust resource and to limit impacts.	Branch Manager
Workforce Retention	3	2	Focus on engagement action plans, workforce planning and training/documentation.	Branch Manager
Call Centre Technology could become unstable or obsolete	2	2	Software renewal and upgrade process	Branch Manager

## EMERGING OPPORTUNITIES

1. **Demographics:** Based on many different demographics factors, citizens have a vast array of communication needs resulting in citizens looking for detailed and timely information services.
2. **Customer Service Trends:** Customer Service expectations and standards continue to be shaped by other industries and sectors and advancing trends in social connectedness.

The City's ability to be agile and to understand this changing landscape will be critical to our success as we continue to modernize how we deliver services.



## Branch Structure and Programs

The following table identifies the Branch Programs and the functions within the Programs:

311	Corporate Web Office	Inside Information
Citizen Contact Centre Services	Web Publishing	Corporate ID Cards and Driver Permits
City Hall Information Counter	Web Development Consultation	Employee Contact Centre Services
		IT Helpdesk & Telephony Services



The Edmonton 311 App makes it easy for citizens to report their concerns while they are on the go

## Program 1: 311

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. 311 agents offer personalized services for citizens including program registrations, transit trip planning, and inspection bookings.

The 311 business model is a proven industry best practices in the delivery of these services. The 311 brand is firmly established with Edmontonians as one of the preferred methods of obtaining information about the City's programs and services.

### SERVICE STANDARDS

311 provides efficient, effective, quality and accessible services to citizens. Our key service standards are:

- Citizen satisfaction - providing helpful and timely assistance to citizens through responsive service which is measured through periodic surveys on caller satisfaction.
- 311 Call Response Time - average speed of answer which is measured through our telephone system.

### BUSINESS / COST DRIVERS

- Total contacts to 311 - which includes number of calls, emails, and in person visits. 311 handles over 2 million contacts per year.
- Unplanned events, program additions and changes in services.



## Program 2: Corporate Web Office

The Corporate Web Office is responsible for the governance, publishing, and continuous improvement of all of the City's websites. The office coordinates the design, structure, and content for the city's websites including the main site [edmonton.ca](http://edmonton.ca), which provides citizens with self-serve access 24 hours a day, 7 days a week 365 days per year. The Corporate Web Office has two functional areas: Web Publishing and Web Development Consultation.

### SERVICE STANDARDS

Web office supports the organization in communicating City program and services in a timely and accurate manner. Ensuring that the site is up to date and current is a key to the success of the website. The key service standards are:

- Citizen Satisfaction - providing accurate, timely, and helpful information about the City of Edmonton through the City's websites. Overall satisfaction is measured through periodic surveys on user experience with the website.
- Timely Publishing - publishing new or changed content for the web site in a timely manner.

### BUSINESS / COST DRIVERS

- Events, program additions and changes in the scope of services can drive increased changes to our web properties. The web office supports over 9,200 web pages and over 35,000 updates per year.



### Program 3: Inside Information

Inside Information is the employee contact centre and provides employees with information and services needed to carry out their job requirements. From obtaining a city identification card or a city driver permit to fixing a computer issue, Inside information provides a wide range of services to City employees. Inside information has three functional areas: Front Counter services; Employee contact centre services; IT Helpdesk & Telephony services.

#### SERVICE STANDARDS

Using industry best practices, Inside Information provides efficient, effective, quality and accessible services to employees. Our key service standards are:

- Client satisfaction - providing helpful and timely assistance and service to employees which is measured through transaction feedback survey.
- 311 Call Response Time - average speed of answer which is measured through our telephone system.

#### BUSINESS / COST DRIVERS

- Number of city employees, staff movement and temporary staff utilization. Inside Information handles 200,000+ contacts from employees per year.
- Unplanned events, program additions and changes in scope of services can also drive increased volumes.

Inside Information

Business Cards Corporate ID Card

Quick & Convenient Order Forms  
Business cards can be ordered online from Inside Information.

Checklists, Access & Billing  
All City staff and contractors are required to carry a Corporate ID Card.

All Forms & Requests  
Review the full listing of self-directed services and requests available to City of Edmonton employees. Name and sort by selecting a category from the pull-down menu.

Business Card  
Description: Request a new or updated business card.

City Driver License  
All City staff and contractors are required to carry a valid City of Edmonton Driver License to operate City owned vehicles. If you wish to program on the ISS/Star Permit Card.

Computer Accounts & Corporate Phone Structure Record Creation or Technology Requests  
This form allows for Computer Account and Corporate Phone Structure Record Creation or Technology Requests.

Online or in person, Inside Information is employees' help desk to get what they need to do their jobs

## Planned Changes 2016 - 2018

### Financial Impact

The following Branch Summary Table includes the planned changes, as summarized on the following pages, to deliver the services described in the Business Plan.

#### Customer Information Services 2016-2018 Plan - Branch Summary

(\$000)	2015 Budget	2016 Plan	2017 Plan	2018 Plan
<b>Revenue &amp; Transfers</b>				
User Fees, Fines, and Permits	-	-	-	-
Grants	-	-	-	-
Transfer from Reserves	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	-	-	-	-
<b>Expenditure &amp; Transfers</b>				
Personnel	14,200	14,900	15,300	15,800
Non-Personnel	1,300	1,300	1,300	1,300
Intra-municipal Recoveries	(1,800)	(1,800)	(1,900)	(1,900)
<b>Total Expenditure &amp; Transfers</b>	\$13,700	\$14,400	\$14,700	\$15,200
<b>Net Operating Requirement</b>	\$13,700	\$14,400	\$14,700	\$15,200
<b>Full-time Equivalents</b>	192.1	192.1	192.1	192.1

## **CHANGES TO MAINTAIN CURRENT SERVICE LEVELS**

### **Personnel Inflation**

*Personnel inflation includes settlements of union contracts, benefit adjustments, and step/merit increases.*

### **Vacancy Rate**

*Reduction in salary discount to align with actual vacancy rate.*

### **Intra-Municipal Recoveries**

*Inflationary increases of Shared Service recoveries from Utilities and Enterprises.*

# Appendix

## APPENDIX I - SUMMARY ALIGNMENT OF OUTCOMES & PERFORMANCE MEASURES

The following table is a summary of how the work of the Branch aligns to a Corporate Outcome and/or to a Corporate Leadership Team (CLT) Strategic Focus Area as well as the associated performance measures. The performance measures are intended to provide a summary of the measures that the Branch is currently monitoring and are identified throughout this business plan.

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			2014 / Baseline	2016	2017	2018	
The Way Ahead							
<b>Edmontonians use public transit and active modes of transportation</b>	Citizens leverage Customer Information Services channels to access transit information and services	Transit Ridership Annual total ridership / population  Units: # / capita	-	103	104	105	Delivery of transit information through use of Edmonton.ca channel and 311
<b>Edmontonians are connected to the city in which they live, work and play</b>	Citizens leverage Customer Information Services channels to access City information and services	Edmontonians' assessment: connected to community % of Perception Survey respondents who report feeling connected to their community Units: %	48%	45%			Delivery of information and services through use of Edmonton.ca channel and 311
CLT Focus Area							
<b>Open City</b>	Citizens utilize self service web channels to access information and services	Edmonton.ca user survey - Satisfaction Ease of Access Positive Experience Accomplish Tasks Overall Experience	87% 87% 91% 87%	>85%	>85%	>85%	Refresh website look and feel to improve website's mobile formatting to ensure content is more accessible and user friendly

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			2014 / Baseline	2016	2017	2018	
Conditions of Success							
<b>Core service delivery</b>	Citizens leverage channels to access municipal programs and services.	Utilization of 311 - citizen contacts 311 Utilization of edmonton.ca - visits  311 call response time  % overall satisfied - user survey  TRANSIT: Utilization of 311 for Transit Info - citizen contacts  Utilization of edmonton.ca for Transit-visits	2.19 M 11.2 M  18 sec  87%  1.1 M  3.9 M	2.19 M 11.9 M  <25 sec  >85%  1.10 M  4.1 M	2.15 M 12.3 M  <25 sec  >85%  1.08 M  4.3 M	2.10 M 12.7 M  <25 sec  >85%  1.05 M  4.4 M	Delivery of information and services through use of Edmonton.ca channel and 311
<b>Building capacity and enabling success</b>	Customer Information Services is well managed and has the capacity to meet service goals	Staff turnover rate  Call Abandon rate Average handle time for calls Average response time for emails Citizen Satisfaction with 311 311 Cost per Call  Web visits per 311 contact (ratio) Citizen Satisfaction with the WEB  Utilization of Inside Information - Employee contacts  IT Helpdesk Tickets Resolved	10%  4% 206 sec 6.5 hours 87% \$5.42  5.1:1 87%  196,000  67,000	<10%  <5% 180-220 sec <24 hours >85% \$5 - \$6  >5.4:1 >85%  200,000  72,000	<10%  <5% 180-220 sec <24 Hours >85% \$5 - \$6  >5.9:1 >85%  205,000  74,000	<10%  <5% 180-220 sec <24 hours >85% \$5 - \$6  >6.0:1 >85%  210,000  76,000	Performance Reporting/Dashboard

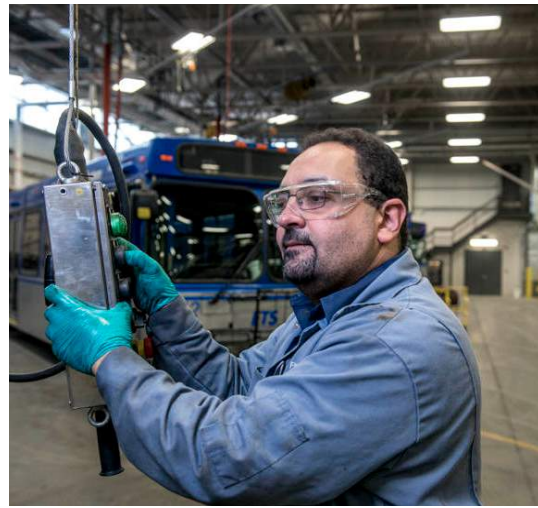


# Fleet Services

CORPORATE SERVICES

Branch Manager:  
Steve Rapanos

# 2016-2018 Business Plan



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## Message from the Manager



I am proud to present the Fleet Services 2016-2018 Business Plan. The City of Edmonton's Fleet Services is one of the most diverse and integrated municipal fleet operations in Canada. Fleet Services ensures that over 5,000 City vehicles, transit buses and essential equipment are well maintained, safe and reliable for use on a daily basis.

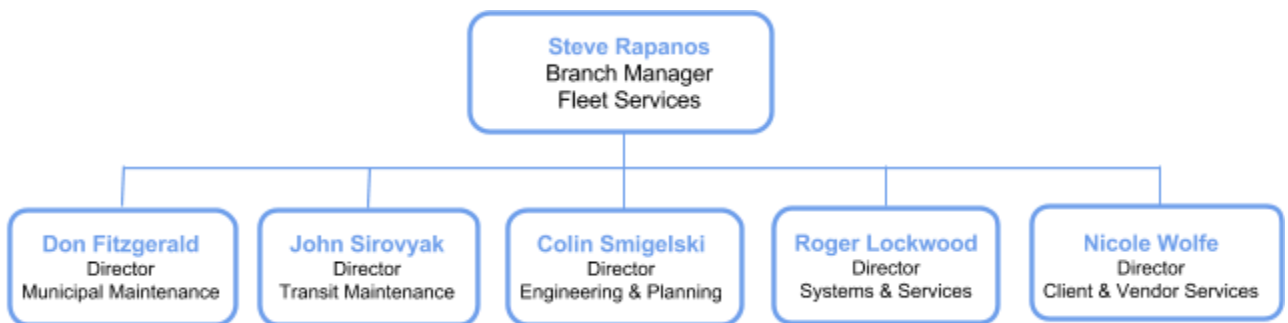
Fleet Services provides expertise in vehicle and equipment procurement, maintenance, fleet engineering, fabrication services, fuel management and fleet safety. Fleet Services also serves two external clients, EPCOR and Alberta Health Services, in the maintenance and management of their fleets.

In 2014, Fleet Services was the winner of the North American Fleet Management Association's (NAFA) Fleet Excellence Award for "Excellence in Public Fleet Safety". Fleet Services was also ranked among the top 20 as one of North America's 100 Best Fleets.

In 2016 - 2018, Fleet Services will focus on "Building a Great City" and supporting The Way Ahead through initiatives and core businesses that work to support the work of the City's frontline branches and provide expertise and recommendations for the use and composition of their fleet. Fleet Services continually works to enhance efficiencies, modernize processes, embrace technology and innovative strategies and ensure fiscal stewardship - contributing to the success of our partners in serving the citizens of Edmonton.

Fleet Services is well-aligned with *The Ways* to keep the City of Edmonton moving through the initiatives outlined in this 2016 - 2018 Business Plan. I would like to thank Fleet Services staff who are all committed to operational excellence, safety and delivering value to our customers, partners and stakeholders. I look forward to working with you to continue Building a Great City.

Steve Rapanos, Branch Manager



## Our Branch

The City of Edmonton's Fleet Services is one of the most diverse and integrated municipal fleet operations in Canada. Fleet Services ensures that over 5,000 City vehicles, transit buses and essential City operations equipment are well maintained, safe, and reliable for use on a daily basis. Managing a fleet and associated infrastructure that is valued at over \$600 million, Fleet Services is the City's experts in vehicle and equipment procurement, maintenance, fleet engineering, fabrication services, fuel management and fleet safety.

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

Fleet Services provides municipal maintenance and repairs, custom fabrication and seasonal maintenance on a broad and complex variety of vehicles and equipment from fire trucks to ice resurfacing machines. Fleet Services is also responsible for preventative maintenance, mid-life refurbishment, repairs and daily fueling and cleaning of City of Edmonton buses. The Branch also undertakes custom fabrication of equipment such as sanders, trailers and dump trucks, as well as various City projects from the Churchill Square Christmas-tree holder to fencing at municipal cemeteries.

Working with City departments and branches to meet their service needs, Fleet Services incorporates new technology and processes that enhance operations, creates long-term plans for future growth, builds upon client relationships and provides performance and budget monitoring. The Branch ensures all the City's fleet and equipment needs are addressed through capital planning, engineering, procurement, client and vendor relationships, training, fuel management, and project and process performance.

During the 2016- 2018 planning cycle, the work of the Branch will ensure that Fleet Services is a safe, positive, engaged and attractive workplace through employee engagement initiatives, ensure that the City has the fleet required to deliver approved programs and services through preventative maintenance and repairs, support our partners such as ETS to deliver services to citizens and ensure that the corporate fleet is managed in an efficient and sustainable manner through enhanced strategies to bolster the overall safety of the fleet. Fleet Services will also develop innovative strategies and efficiencies to ensure that preventative maintenance and repairs are planned and managed to minimize lifecycle requirements through planned work, targeted lifecycle analyses on specific fleet groups and provide recommendations to user groups to improve fleet usage, efficiency and cost.

FOCUS AREAS	OUTCOMES	METRIC CATEGORY
Building capacity and enabling success	<p>Preventative maintenance and repairs are planned and managed to minimize lifecycle requirements.</p> <p>The City's fleet is managed in an efficient and sustainable manner.</p> <p>Fleet Services is a safe, positive, engaged and attractive workplace.</p> <p>The City has a safe and reliable fleet.</p>	Efficiency/ Productivity measures
Core service delivery	<p>The City has the fleet required to deliver approved programs and services.</p> <p>The City's fleet is managed in an efficient and sustainable manner</p> <p>The impact of the City's fleet on the environment is minimized.</p>	Effectiveness measures (e.g., service levels, client satisfaction)
Facilitating and cultivating innovation	Fleet Services operations reflect both innovative and modern best practices.	Innovation and improvement measures (e.g., service improvements, cost savings, adoption of new business models)



Working with Transportation Operations, Fleet Services implemented an updated equipment resourcing model to ensure more street sweepers are available for reduced cost with the flexibility to adjust resources, when needed, to meet increased demands. Every spring, street sweepers work 24/7 to remove sand from Edmonton streets.

# Contribution to the City's Vision

## THE WAY AHEAD

Fleet Services plays a pivotal role in the City's capacity to advance *The Way Ahead* by supporting excellence in the City's operational environment as part of the Conditions of Success. The Branch makes specific and direct contributions through supporting outcomes related to *The Way We Move* and *The Way We Green*.



**THE WAY WE MOVE -  
EDMONTONIANS USE PUBLIC TRANSIT AND  
ACTIVE MODES OF TRANSPORTATION**



Through proactive maintenance services, Fleet Services enables Edmonton Transit to meet daily bookout of buses to support and grow accessible and affordable public transit. Over the next three years, Fleet Services will be directly involved in the installation of SmartFare and SmartBus Technology to enhance ridership and continue work to make public transit a safe and affordable transportation mode of choice for Edmontonians.

**THE WAY WE GREEN -  
EDMONTON IS AN ENVIRONMENTALLY  
SUSTAINABLE AND RESILIENT CITY**



Managing the engineering specifications, procurement and maintenance of over 5,000 City vehicles and equipment, Fleet Services strives to minimize any adverse environmental impacts caused by the use and maintenance of City vehicles and equipment by ensuring environmental sustainability through the Sustainable Fleet Management Plan, ISO 14001 certification and the corporate ENVISO program. Fleet Services also supports initiatives for a cleaner and sustainable environment within Edmonton's Energy Transition Strategy.

**CONDITIONS OF SUCCESS -  
ADVANCE SOUND MANAGEMENT PRACTICES  
AND PROCESSES**

Fleet Services provides exceptional service through a continued focus on providing day-to-day operations support within a client service framework focused on our internal City partners and external clients.

## COUNCIL INITIATIVES

Council Initiatives include a number of key projects for the City of Edmonton. Fleet Services supports all of these projects through day-to-day operations, supporting the corporate led areas that are charged with leading this work. Fleet Services provides direct support to the Council initiatives listed through the programs & projects listed below:

---

### PUBLIC TRANSIT

Fleet Services supports the future direction of public transportation through the SmartBus and SmartFare projects, enabling a future-focused transit ridership.

Fleet Services works with Edmonton Transit to ensure the environmental and financial sustainability of Edmonton Transit through testing and research of future propulsion technologies and proactive cost management strategies.

---



Fleet services staff work in facilities across the City to maintain Edmonton Transit's fleet of 936 buses.

## CORPORATE LEADERSHIP TEAM - STRATEGIC FOCUS AREAS

To support the City's Vision and Council Priorities, the Corporate Leadership Team has developed strategic focus areas to ensure that the organization has the operational capacity to deliver on the projects, initiatives and tactics that support the objectives. Fleet Services supports the CLT Strategic Focus Areas through several initiatives and ongoing work; the following is a sample of these initiatives.

---

### CORPORATE OVERSIGHT - ENTERPRISE RISK MANAGEMENT

To minimize the City's risk and ensure the safety of employees and citizens, Fleet Services is enhancing strategies and campaigns to bolster City driver safety and the overall safety of the fleet while enhancing the maintenance quality assurance (QA) and monitoring process within our facilities.

To provide greater financial oversight and information for operational and budget decisions, Fleet Services continues to develop and enhance fleet-related performance and financial dashboards for City departments and external clients.

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### BRANCH INITIATIVES

Fleet Services works with City departments and branches to meet their service needs while incorporating new technology and processes that enhance operations, create long-term plans for future growth and meet the changing needs of the citizens of Edmonton.

The Branch ensures all the City's fleet and equipment needs are addressed through capital planning, engineering, procurement, client and vendor relationships, training and fuel management.



Fleet Services takes pride in meeting service needs and incorporating new technology and processes that enhance operations.



## BUILDING CAPACITY AND ENABLING SUCCESS

*Preventative maintenance and repairs are planned and managed to minimize lifecycle requirements.*

### Highlight Projects

- Ensure that vehicles and equipment are maintained to the highest standard for the safety of employees and citizens through an enhanced maintenance quality assurance (QA) improvement and monitoring process
- Reduce fleet capital costs to the City through targeted lifecycle analyses on specific fleet groups and provide recommendations and strategies to improve fleet usage, efficiency and costs



Preventative maintenance and repairs are planned and managed to minimize lifecycle requirements.

*The City has a safe and reliable fleet.*

### Highlight Projects

- Ensure the safety of City drivers and citizens as stewards of driver safety by implementing new and enhancing existing strategies and campaigns that improve driver safety and the overall safety of the fleet

*The City's fleet is managed in an efficient and sustainable manner.*

### Highlight Projects

- Work to manage fuel costs for the City by testing and implementing innovative fuel management strategies including driver behaviour training, anti-idle technology as well as developing upgraded and sustainable fueling stations in key areas of the City to minimize travel and operational impacts

## CORE SERVICE DELIVERY

*The City has the fleet required to deliver approved programs and services.*

### Highlight Projects

- Provide enhanced coordination, service delivery and scheduling of maintenance and inspections of City vehicles and equipment with the Central Coordination Centre which will provide a central point of contact for City users groups and allow for better sharing of information and coordination of maintenance with operational and seasonal fleet requirements
  - (Requires Additional Resources)
- Over the next three years, Fleet Services will be directly involved in the installation of SmartFare and SmartBus Technology to enhance ridership and continue work to make public transit a safe and affordable transportation mode of choice for Edmontonians
- Complete the Capacity Planning analysis for municipal and transit maintenance facilities in 2016 to ensure best allocation of resources, while designing shifts in a manner more responsive to the needs of our partners and clients. Adding positions, and reallocating current positions, will allow the branch to meet demands resulting from growth and to address critical knowledge and technical skill succession planning within Municipal and Transit Fleet Maintenance sections
  - (Requires Additional Resources)
- Continue to provide fleet maintenance to the Alberta Health Services fleet of ambulances, with the planned addition of nine AHS vehicles to the fleet in 2015/2016, Fleet Services will require additional technicians to focus time on scheduled maintenance and running repairs of these vehicles
  - (This package is funded through external revenue from the AHS contract, but requires the FTE approval)



The City has the fleet required to deliver approved programs and services.

*The City's fleet is managed in an efficient and sustainable manner.*

#### Highlight Projects

- To provide greater financial oversight and information for operational and budget decisions for City user groups, Fleet Services continues to develop and enhance fleet-related performance and financial dashboards for City departments that provide accurate and timely data for operational planning needs and long-term capital and operational plans
  - (Requires Additional Resources)
- Working with Edmonton Transit to ensure the environmental and financial sustainability of Edmonton Transit through testing and research of future propulsion technologies and proactive cost management strategies for maintenance and parts requirements

*Fleet Services' impact on the environment is minimized.*

#### Highlight Projects

- Update the Sustainable Fleet Management Plan including, implementing emerging technologies, monitoring vehicle usage, fuel efficiency and implementing a fleet retention policy to align with and support initiatives for a cleaner and sustainable environment within Edmonton's Energy Transition Strategy

## BUILDING A GREAT CITY

### FACILITATING AND CULTIVATING INNOVATION

Fleet Services' actions and strategies that will lead to building a great city through the facilitation and cultivation of innovative strategies including:

<b>SYSTEMATIC REVIEW OF MUNICIPAL FLEET TO OPTIMIZE LIFECYCLE MANAGEMENT AND INVESTMENTS (2016 - 2018)</b>	Potential Cost Savings - Lifecycle management of the fleet investment to ensure that the total cost of ownership (capital and operating) are minimized over the lifecycle. The Sweeper analysis is anticipated to provide a savings of \$450K over 2016-2018. Additionally, a new hopper material (stainless steel) and a mid-life refurbishment on snow removal dump/sander/plows has doubled the life cycle from 10 to 20 years on this asset which is estimated to provide a savings of \$120K for 2016, in addition to the savings of \$210K realized in 2015.
<b>BUS MID-LIFE REFURBISHMENT STRATEGY (2016 - 2018)</b>	Potential Cost Savings - The Bus Mid-life Refurbishment Strategy extends the life of buses from 12 to 20 years through engine and body replacements, ensuring the optimal investment in the City's buses. This translates to a savings of \$540K in 2016.
<b>OPTIMIZE RESERVE WORKING CAPITAL MANAGEMENT (2018)</b>	Potential Cost Savings - Analysis of the working capital required over the next 20 years within the Fleet Replacement Reserve. Overall vehicle payment plans will be reduced to realize savings. \$750K was realized in 2015, ongoing annual savings are dependent on market conditions, including US dollar fluctuations.
<b>IMPLEMENT FUEL EFFICIENCIES AND CONTROLS (2017)</b>	Potential Cost Savings - Fuel use tracking and driver training to reduce fuel consumption along with testing of anti-idle technology on a portion of the heavy duty fleet.
<b>WORKFLOW AND SHIFT OPTIMIZATION (2017)</b>	Service Improvement - In-depth analysis of hoist and shift capacity; includes the potential of adding shifts and moving additional specialized work to the Ellerslie Municipal shop

## FLEET SERVICES CULTURE ACTION PLAN

### BUILDING CAPACITY AND ENABLING SUCCESS

*Fleet Services is a safe, positive, engaged and attractive workplace.*

Fleet Services is dedicated and passionate about public service. High levels of professionalism, integrity and ethical behavior characterize relationships, both internally and externally. Collaboration and teamwork are valued through a shared corporate vision and common goals. The Branch strives for a vibrant organizational culture where employees feel appreciated, recognized and affirmed. To be successful our organization needs engaged employees, effective leadership, collaborative workplaces, high performance and a citizen-centric focus.

During the 2014 Engagement and Diversity Survey, all Fleet Services employees were invited to participate and 441 employees responded which equated to a 65% response rate, exceeding the branch target of 60% which is a significant improvement from 56% in 2012.

Fleet Services continues to work with over 700 employees across 15 location to enhance and support a positive and safe work environment for all staff. Ensuring consistent communication and two-way communication channels are the focus of our 2016 Culture Action Plan.



Over 700 Fleet employees across 15 location work together to enhance and support a positive and safe work environment for all staff. They take pride in the work they do and in their accomplishments.

<p><b>Areas of Focus</b></p> <p>(based on results from the Employee Engagement and Diversity Survey)</p>	<ul style="list-style-type: none"> <li>● "I see a clear linkage between my work and the City's long-term vision"</li> <li>● "I have trust and confidence in my Department's leadership team's ability to achieve the City's goals"</li> <li>● "In the last six months, my immediate supervisor has talked to me formally about my performance"</li> <li>● "In general, information in the City is communicated well."</li> <li>● "I feel respected by my co-workers in my workplace."</li> <li>● "My immediate supervisor gives me useful feedback on the work I do."</li> </ul>		
<p><b>Actions to be Taken</b></p>	<ul style="list-style-type: none"> <li>● Branch and Department Strategic Coordinators to work together to create and deliver presentations on linkage between day-to-day Branch operations and The Ways Implementation Plans.</li> <li>● Deliver advanced training on Respectful Workplace to all staff</li> <li>● Enhance communications with frontline staff and create more opportunities for two-way communications</li> <li>● Review and develop an advanced performance management strategy that encompasses performance reviews, succession planning and recognition</li> </ul>		
<p><b>Measures</b> (% favourable survey response)</p>	<p><b>2012</b> (Actual)</p>	<p><b>2014</b> (Actual)</p>	<p><b>2016</b> (Target)</p>
<ul style="list-style-type: none"> <li>● Overall Engagement</li> <li>● Overall Culture</li> <li>● Overall Workplace</li> <li>● Overall Immediate Supervisor</li> </ul>	<p>65.4</p> <p>62.6</p> <p>63.7</p> <p>64.9</p>	<p>57.4</p> <p>58.4</p> <p>58.4</p> <p>62.1</p>	<p>increase min 5%</p> <p>increase min 5%</p> <p>increase min 5%</p> <p>increase min 5%</p>



# Risk Identification and Emerging Challenges

## RISK IDENTIFICATION

The following table identifies the operational risks associated with Fleet Services. Risks outlined are similar to private industry and other municipal fleet organizations that are as complex and diverse as the City of Edmonton’s fleet with over 700 employees and 5,000 vehicles. The Likelihood score is from 1-Rare to 5-Almost Certain. The Impact score is from 1-Minor to 5-Worst case.

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Economic - Currency and Cost Fluctuations	1	3	Conduct targeted lifecycle analyses on specific fleet groups	Client and Vendor Services
			Enhance asset management practices by leveraging recommendations from the Transit Review	Transit Fleet Maintenance
			Use of currency hedging (working with Treasury)	Systems & Services
Environment - minimizing the impact on the environment	3	3	Enviso and ISO 14001 certification and audit pass	Municipal and Transit Fleet Maintenance
			Implement the Sustainable Fleet Management Plan	Client and Vendor Services
Occupational Health and Safety - ensuring adequate safety measures and safety management	4	4	Bolster driver safety and overall safety of the fleet  OH&S Controls and Reporting in place	Fleet Safety  Occupational Health and Safety

## EMERGING CHALLENGES

1. **Recruitment and Retention:** Fleet Services is addressing workforce challenges due to fluctuations in the economy and the retention of skilled employees including technicians, engineers and technical staff. Fleet Services continues to work to attract and retain the best available talent through a variety of programs including apprenticeship opportunities, employee engagement and partnerships with trade programs and post secondary institutions.
2. **Technology advancements in vehicles and equipment:** Fleet Services provides training and engineering specifications for new and emerging technologies in equipment and vehicles. Ensuring that the City has the training and the tools to manage the increased complexity of the fleet is a priority for Fleet Services.



Fleet Services is addressing workforce challenges due to fluctuations in the economy and the retention of skilled employees including technicians, Fleet engineers and technical staff.



## Branch Structure and Programs

The following table identifies the Branch Programs and the functions within the Programs:

Fleet Operations	Municipal Fleet Maintenance	Transit Fleet Maintenance
Capital Planning	Preventative Maintenance and Repairs	Preventative maintenance and repairs
Engineering and Maintenance Planning	Custom Fabrication and Capital Build	Fueling and Cleaning
Procurement, Warranty and Disposal	Seasonal Maintenance	Mid-life Refurbishment Program
Fuel Management	Collision Investigation Services (expert witness for the Crown)	Collision Repairs
Training		
Fleet Safety		

## Program 1: Fleet Operations

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

### SERVICE STANDARDS

Fleet Operations works to achieve service standards defined in client Service Level Agreements and contracts, establish and monitor preventative maintenance plans, inspect components, investigate in-service failures, mitigate risks, maintain facilities, provide training, manage Fleet Safety and ensure the City adheres to all government regulations regarding fleet vehicles and equipment, fuel dispensing sites and maintenance facilities.

### BUSINESS / COST DRIVERS

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



Drivers no longer need to track mileage or manually submit data when fueling, they simply "Swipe their ID, Fuel, and Go." Approximately 2,000 wireless computer modules in City vehicles will communicate with new fuel terminals - recording data including mileage, engine hours, fuel economy, and diagnostic codes. This improves efficiency for scheduled preventative maintenance.

## Program 2: Municipal Fleet Maintenance

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

### SERVICE STANDARDS

Vehicles and equipment are maintained in compliance with legislated safety programs, the manufacturer's maintenance recommendations. Maintenance programs are supplemented with historical repair records to build preventative maintenance packages for each unit. The program provides a full range of fleet services that include road and emergency services, preventative maintenance and fabrication technologies.

### BUSINESS / COST DRIVERS

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



### Program 3: Transit Fleet Maintenance

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

#### SERVICE STANDARDS

Buses are maintained in compliance with legislated safety programs, manufacturer's warranty and scheduled maintenance recommendations. Maintenance programs are supplemented with historical repair records to build preventative maintenance packages for each unit. Provides a full range of services that include road and emergency services, bodywork, repairs, cleaning, fueling and servicing as well as Bus Mid-Life Refurbishment Strategy.

#### BUSINESS / COST DRIVERS

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



Municipal Fleet Maintenance is responsible for the preventative maintenance, repairs, custom fabrication and seasonal maintenance on all City vehicles and equipment.

## Planned Changes 2016 - 2018 Financial Impact

The following Branch Summary Table includes the planned changes, as summarized on the following pages, to deliver the services described in the Business Plan.

### Fleet Services

#### 2016-2018 Plan - Branch Summary

(\$000)	2015 Budget	2016 Plan	2017 Plan	2018 Plan
<b>Revenue &amp; Transfers</b>				
User Fees, Fines, and Permits	11,500	11,200	11,500	11,700
Grants	-	-	-	-
Transfer from Reserves	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$11,500</b>	<b>\$11,200</b>	<b>\$11,500</b>	<b>\$11,700</b>
<b>Expenditure &amp; Transfers</b>				
Personnel	71,700	73,600	75,400	77,700
Non-Personnel	121,600	122,800	125,100	126,700
Intra-municipal Recoveries	(181,800)	(185,200)	(189,000)	(192,700)
<b>Total Expenditure &amp; Transfers</b>	<b>\$11,500</b>	<b>\$11,200</b>	<b>\$11,500</b>	<b>\$11,700</b>
<b>Net Operating Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Full-time Equivalents</b>	<b>749.0</b>	<b>751.0</b>	<b>751.0</b>	<b>751.0</b>

## CHANGES TO MAINTAIN CURRENT SERVICE LEVELS

### Personnel Inflation

Personnel inflation includes settlements of union contracts, benefit adjustments, and step/merit increases.

### Fuel

The fuel budget is set a a blended price per litre over the estimated annual kilometres travelled by the City's fleet. In 2016 there is a projected price reduction of \$3.1M based on the current and projected price environment. This decrease is net of increased provincial fuel taxes recently announced by the Province of Alberta. There is an estimated annual increase in volume / consumption over 2016 - 2018 due to growth.

### Parts

Increased parts costs are due to parts utilizations as a result of an aging bus fleet, increased usage of the fleet and the changes due to US currency exchange rate along with inflationary costs. Parts volume impacts are partially offset by efficiencies related to the midlife bus refurbishment program.

### Utilities

Increases due to cost assumption percentage for power, natural gas, water, waste and drainage.

### Intra-Municipal Recoveries

Net increase in recoveries due to the impact of fuel and maintenance expenditures for internal customers as noted above.

## OPERATING IMPACTS OF CAPITAL

**Logistics & Information Analytics** - maintain and provide reporting from two information and reporting systems to allow for City Departments and clients to access timely data for the management of their fleets including fleet usage, efficiency and budget management. This package is directly linked to efficiencies realized within the 2016 Sweeper Business Model Change and the ongoing Lifecycle Management of fleet groups.

## Capital Investment

The following table is a list of the capital programs for the Branch approved in the 2015 - 2018 Capital Priorities Plan with the projected spending identified below:

Approved Budget (\$000)

Capital Program Name	2015	2016	2017	2018	2019 & Beyond
Vehicle & Equipment Replacement	\$20.1M	\$17.5M	\$23.4M	\$26.2M	-
Fuel Site & Oil Tank Replacements	\$0.1M	\$0.3M	\$2.3M	-	-
Vehicle & Equipment Hoist Program	\$2.2M	\$2.3M	\$2.4M	\$0.1M	-
Tools & Shop Equipment Program	\$1.0M	\$0.9M	\$0.9M	\$0.9M	-
Transit Bus Wash Replacements	\$0.1M	\$0.2M	\$1.9M	\$2.5M	-
Upgraded Fuel Site - Kennedale	\$1.0M	\$3.3M	-	-	-
<b>Total Approved Capital Budget</b>	\$24.5M	\$24.5M	\$30.9M	\$29.7M	-
	2015	2016	2017	2018	2019 & Beyond
Total Growth	\$1.4M	\$3.4M	-	-	-
Total Renewal	\$23.1M	\$21.1M	\$30.9M	\$29.7M	-
<b>Total Approved Capital Budget</b>	\$24.5M	\$24.5M	\$30.9M	\$29.7M	-

# Appendix

## APPENDIX I -SUMMARY ALIGNMENT OF OUTCOMES & PERFORMANCE MEASURES

The following table is a summary of how the work of the Branch aligns to a Corporate Outcome and/or to a Corporate Leadership Team (CLT) Strategic Focus Area as well as the associated performance measures. The performance measures are intended to provide a summary of the measures that the Branch is currently monitoring and are identified throughout this business plan.

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			2014 Baseline	2016	2017	2018	
The Way Ahead							
<b>The City of Edmonton’s operations are environmentally sustainable.</b>	The impact of the City’s fleet on the environment is minimized.	Emission factor applied to City’s energy consumption	-	-	-	178,700 (42% reduction from 2008)	Implement the Sustainable Fleet Management Plan including implementing emerging technologies, monitoring vehicle usage, fuel efficiency and implementing a fleet retention policy
<b>Edmontonians use public transit and active modes of transportation.</b>	The City has the fleet required to deliver approved programs and services.	Annual total transit ridership / population	-	-	-	105	Support the Smart Fare and Smart Bus Technology by managing the installation of the technology and future data analyses for maintenance cost savings
Council Initiatives							
<b>Public Transit</b>	The City has the fleet required to deliver approved programs and services.	Transit Bus Availability (book out)	100% (Target)	100%	100%	100%	Enhance asset management practices by leveraging recommendations from the Transit Review, including: <ul style="list-style-type: none"> <li>- long-term capital and operating plans</li> <li>- parts improvement and availability initiatives</li> <li>- parts cost management</li> </ul> Support the electric bus pilot and any subsequent procurement/implementation



Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			2014 Baseline	2016	2017	2018	
CLT Focus Areas							
<b>Corporate Oversight - Enterprise Risk Management</b>	The City has a safe and reliable fleet.	% of City drivers with no demerits	85% (Target)	85%	85%	85%	Enhance strategies and campaigns to bolster driver safety and overall safety of the fleet
<b>Corporate Oversight - Enterprise Risk Management</b>	Preventative maintenance and repairs are planned and managed to minimize lifecycle requirements.	TBD - Currently in testing phase, implementation in 2016	Not applicable	TBD*	TBD*	TBD*	Enhance the maintenance quality assurance (QA) improvement and monitoring process
Conditions of Success							
<b>Building capacity and enabling success</b>	The City's fleet is managed in an efficient and sustainable manner.	Litres per 100 KM	TBD*	TBD*	TBD*	TBD*	Implement fuel management technology strategies
	Preventative maintenance and repairs are planned and managed to minimize lifecycle requirements.	Cost per KM	\$1.39/km (2015 target)	TBD*	TBD*	TBD*	Conduct targeted lifecycle analyses on specific fleet groups to improve fleet usage, efficiency and cost
<b>Core service delivery</b>	The City's fleet is managed in an efficient and sustainable manner.	TBD - development and testing in 2015, roll-out in 2016	Not applicable	TBD*	TBD*	TBD*	Develop and/or augment Fleet performance and financial dashboards, including providing fleet management information system access to user departments
	The City has the fleet required to deliver approved programs and services.	% of Planned Work	60% (Target)	60%	60%	60%	Optimization of the Central Coordination Centre to provide a single and consistent fleet point-of-contact for user groups and vendors (2017)

\* Targets are currently in development, baselines will be established in 2015

# Human Resources

CORPORATE SERVICES

Branch Manager:  
Jeff MacPherson

# 2016-2018 Business Plan



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## Message from the Manager

**“It takes great people to build a great City and our business is people.”**



The 2016-2018 Human Resources Business Plan contains a balance of delivering core HR programs and services for employees and client areas, as well as advancing the strategic initiatives outlined in the 2015-2020 Corporate Workforce Plan.

Modernizing the HR business is critical due to an ever-changing and dynamic labour market, increasing client area demands and the impacts of demographic changes. Building upon our successes and leadership in the areas of social

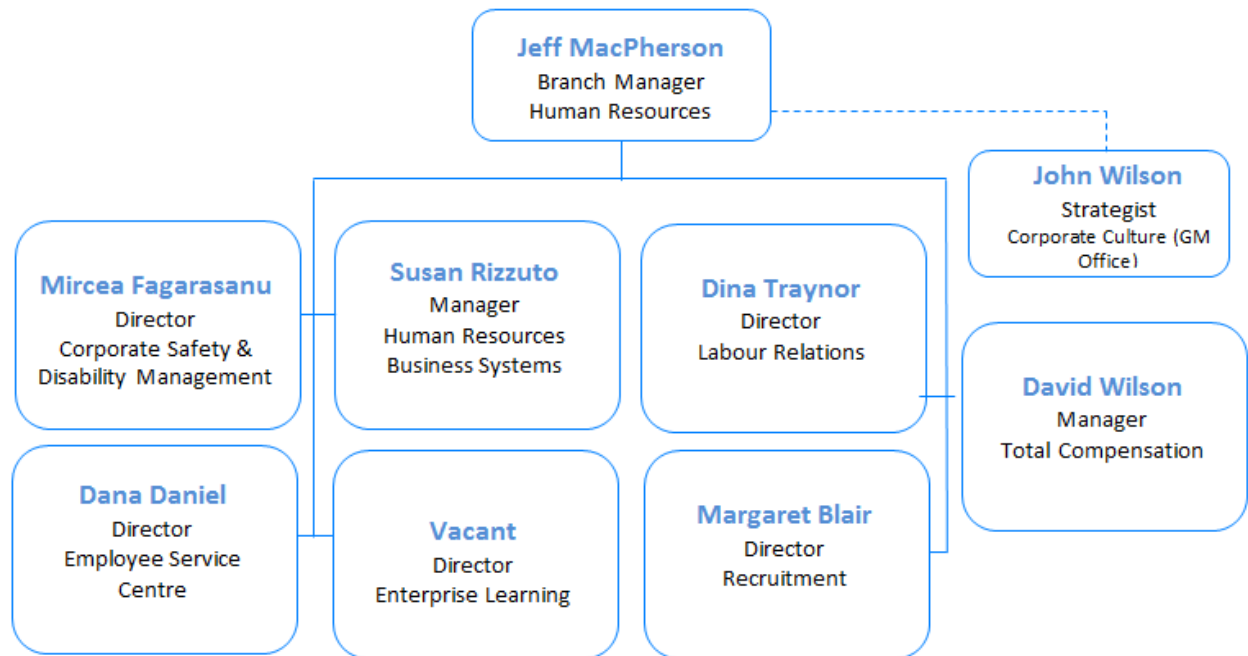
media recruitment, advanced HR Analytics and launch of the School of Business, this plan reinforces our work to innovate, modernize and promote a one-City approach. By applying both the art and science of HR, we advance implementation of three strategic focus areas outlined in Corporate Workforce Plan: Talent, Learning and Performance. Organizational culture is the foundation of the Plan, and is critical in how we advance each initiative.

Our work advances corporate culture and builds the workforce capacity needed for the organization to deliver on The Ways. The work of the HR Branch and the organization has been recognized externally, resulting in the City being named a top employer in Alberta, top diversity and top young people employer in Canada as well as the first Canadian Municipality to be chosen for the Waterstone Most Admired Culture award in the public sector.

We look forward to continuing to make a difference and building a great City!

Jeff MacPherson, Branch Manager

## Our Branch



The Human Resources Branch provides comprehensive strategies, programs, services and consultation to meet the needs of and support the City's exceptional people resources. This is done through a focus on attracting, developing and retaining a diverse, engaged, innovative and skilled workforce to build a great city, and includes:

- Creating and implementing strategies to attract a talented pool of professionals (more than 150,000 applicants, 1,400 permanent, 2,200 temporary and 1,400 seasonal hires in 2014);
- Negotiating collective agreements (seven different civic union agreements);
- Creating competitive total compensation;
- Administering pay and benefits to employees (more than 12,000), pensioners (900) and board members (85);
- Promoting health and safe work practices;
- Modernizing HR practices with efficient and effective systems, and
- Supporting stewardship and corporate oversight efforts through the provision of quality HR data.

The Human Resources Branch is guided by the Corporate Workforce Plan as the major driver in furthering various initiatives to modernize HR practices across the City. Organizational culture remains a primary business strategy for the City, and is the foundation of the Corporate Workforce Plan as well as the lens through which the HR Branch advances each initiative.

FOCUS AREAS	OUTCOMES	METRIC CATEGORY
Building capacity and enabling success	<p><b>Talent:</b> Attract and retain a diverse, engaged, innovative and skilled workforce to build a great City.</p> <p><b>Learning:</b> Leverage learning as a competitive advantage in building a strong and sustainable workforce for today and the future.</p> <p><b>Performance:</b> Optimize individual and organizational performance.</p>	Efficiency/ Productivity measures
Core service delivery	Quality consultation and support is provided to City Departments to enable achievement of client programs and services.	Effectiveness measures (e.g., service levels, client satisfaction)
Facilitating and cultivating innovation	Human Resources operations reflect both innovative and modern best practices.	Innovation and improvement measures (e.g., service improvements, cost savings, adoption of new business models)

*\*Please see Branch Structure & Programs for more information.*



# Contribution to the City’s Vision



## THE WAY AHEAD

The Human Resources Branch plays a pivotal role in the City’s capacity to advance The Way Ahead through supporting excellence in the City’s operational environment as part of the Conditions of Success.

<p><b>CONDITIONS OF SUCCESS - IMPROVING ORGANIZATIONAL CAPACITY</b></p>	<p>Organizational capacity across the City is enhanced through innovative attraction and retention initiatives as well as by inspiring a learning organization and culture.</p>
<p><b>CONDITIONS OF SUCCESS - SOUND MANAGEMENT PRACTICES AND PROCESSES</b></p>	<p>The Human Resources Branch provides exceptional client service through a continued focus on providing day-to-day operations support within a client service framework.</p>
<p><b>CORPORATE CULTURE INITIATIVE</b></p>	<p>Human Resources works in partnership with the Corporate Culture Office and Corporate Communications to support advancement of the City’s culture transformation and to further a great city.</p>

## COUNCIL INITIATIVES

Council Initiatives include a number key priority projects for the City of Edmonton. The Human Resources Branch provides direct support to the Indigenous Peoples Strategy Council Initiative as outlined below.

<p><b>INDIGENOUS PEOPLES STRATEGY</b></p>	<p>Through the provision of Aboriginal Awareness training, Human Resources will promote understanding around the history and impact of residential schools, provide education on Aboriginal Peoples and open dialogue within the organization on reconciliation in the workplace.</p>
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## CORPORATE LEADERSHIP TEAM - STRATEGIC FOCUS AREAS

The Human Resources Branch advances a number of Corporate Leadership Team Strategic Focus Areas through day-to-day operations, supporting the corporate lead areas that are charged with advancing this work.

<p><b>ADMINISTRATIVE GOVERNANCE - DEVELOPING CAPACITY</b></p>	<p>Implementation of the City’s School of Business will advance a learning culture across the City and a “learning from others” approach.</p>
<p><b>CORPORATE OVERSIGHT - CORPORATE ACCOUNTABILITY</b></p>	<p>Transforming HR reporting and analytics through the provision of regular HR-related corporate dashboards to managers. This increases both awareness and accountability, and supports effective decision making.</p>
<p><b>OPEN CITY</b></p>	<p>Furthering the City as an ‘Open Employer’ through expansive social media recruitment.</p>

## BRANCH INITIATIVES

### BUILDING CAPACITY AND ENABLING SUCCESS

The Corporate Workforce Plan 2015 - 2020 is the City’s people plan, and focuses on “how” work across the City is conducted through modernization of HR-related technologies, systems, programs, services and tools. The focus of the Plan is to ensure the City’s people resources are prepared to meet the changing business needs and deliver on the City’s priorities. The Corporate Workforce Plan establishes three strategic focus areas: Talent, Learning and Performance and is the blueprint for the City in attracting, developing and retaining innovative, productive and talented staff.



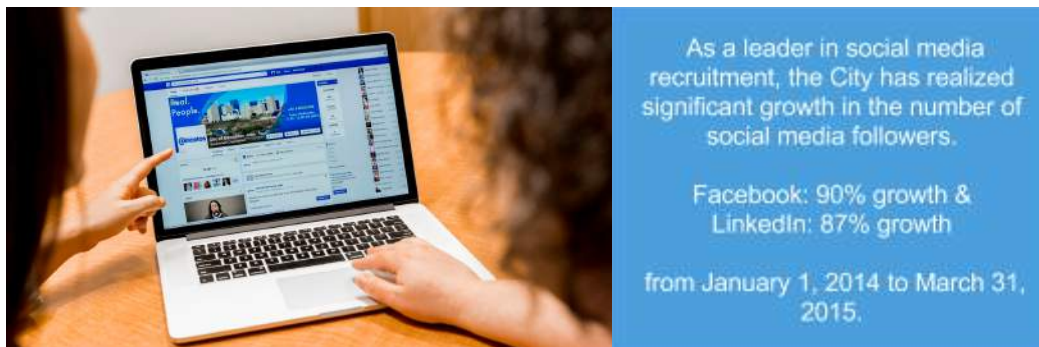


## CORPORATE WORKFORCE PLAN - TALENT STRATEGIC FOCUS AREA

*Attract and retain a diverse, engaged, innovative and skilled workforce to build a great City.*

### Highlight Projects

- Diversify the workforce through employment outreach, strategic partnerships and Aboriginal workforce participation.
- Maintain the City's leadership position on innovative social networking sites including Facebook, LinkedIn, Twitter and Instagram.
- Build targeted pipelines for students and hard-to-fill roles.
- Lead the biennial Corporate Employee Engagement and Diversity survey, with the results being a key driver in Branch culture action plans to enhance employee engagement.



## CORPORATE WORKFORCE PLAN - LEARNING STRATEGIC FOCUS AREA

*Leverage learning as a competitive advantage in building a strong and sustainable workforce for today and the future.*

### Highlight Projects

- Develop the Aboriginal Awareness Training program, which will provide City employees with an understanding of the region's Aboriginal Peoples through exploration of historical events and their relation to present day challenges and opportunities.
- Modernize the City's enterprise approach to learning through implementation of the City's School of Business, the Corporate Learning Management System (LMS) and advanced e-learning/mobile learning solutions.
  - (Requires Additional Resources)
- Create an enterprise learning culture with a "learning from each other" approach to daily work across the organization.
- Automate onboarding across the City to reduce manual and paper intensive processes and increase new employee engagement upon hire.
- Design the Management 101 program to help middle-managers across the City build a strategic advantage, enhance their people management skills and develop into inclusive leaders.

## CORPORATE WORKFORCE PLAN - PERFORMANCE STRATEGIC FOCUS AREA

*Optimize individual and organizational performance.*

### Highlight Projects

- Manage workforce risk through succession and talent management strategies, as well as Corporate Performance, Succession and Talent Management Modules as a way to support a high performance organization.
  - (Requires Additional Resources)
- Support Supervisors in their day-to-day work by capitalizing on Supervisor 101 training to enhance supervisor capabilities with the intent to optimize individual and team performance.
- Continue to guide creative union-management problem solving at all levels within the organization, utilizing the principles of the City's Working Relationship Agreement.
- Complete strategies outlined in the City's three-year OHS Business Plan, which includes:
  - Strengthening the City's corporate safety culture.
  - Advancing the City's 8-element OHS program and complying with legislated requirements, including changes to Alberta's OHS Act, Regulations and Code.
    - (Requires Additional Resources)
  - Implementing the newly developed Canadian Mental Health in the Workplace Standard in order to advance the City's various mental health initiatives.

## CORE SERVICE DELIVERY

### DELIVER EXCEPTIONAL CLIENT SERVICE

*As a corporate services function, the core business for the Human Resources Branch is to provide excellent day-to-day human resources consultation and support to clients across the City.*

### Highlight Projects

- Advance HR programs and services through implementation of initiatives outlined in the HR Information Technology five-year Roadmap.
- Modernize HR business processes to optimize the use of client time dedicated to HR initiatives.
- Continue to provide exceptional customer service in the day-to-day interactions with clients, excelling at the Leadership Principle of "I make a difference every day."

## BUILDING A GREAT CITY

### FACILITATING AND CULTIVATING INNOVATION

The Human Resources Branch facilitates continuous improvement and innovation efforts through ambitious HR modernizations, and includes the following initiatives.

#### POSITIVE CHANGE OPPORTUNITIES: CONTINUOUS IMPROVEMENT AND INNOVATION

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##### MODERNIZE LEARNING ENVIRONMENT THE SCHOOL OF BUSINESS (2016-18)



Service Improvement - Implementation of the City's School of Business and Learning Management System are key to building the people capacity necessary to advance the City's corporate culture and achieve implementation of The Ways. By adopting an enterprise approach to learning, significantly expanding e-learning opportunities and developing a "learning from others" initiative, the City will significantly enhance organizational capacity and manage the risks associated with changing demographics and labour market supply shifts. The School of Business will expand on the success of the City's Supervisor 101 program. This initiative is directly aligned with the Learning Strategic Focus Area within the Corporate Workforce Plan.

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##### MODERNIZED RECRUITMENT PROCESSES (2016)

Service Improvement - Modernization of the City's recruitment processes, through a streamlined approach, will result in fundamental changes that will free up significant time of the hiring Managers. The goal of these modernization efforts are to enhance the candidate and hiring manager experience. This includes automation and/or elimination of manual recruitment processes; elimination of paper forms and files; creation of standardized templates for job postings, offer letters and interview guides; and the implementation of new services for security checks and candidate references.

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##### NEW EMPLOYEE ONBOARDING PROCESSES (2016)

Service Improvement - The modern automated onboarding program is welcoming, engaging and sets up newly hired employees for success in their roles with the City of Edmonton by providing them with access to key information, training and interactive activities prior to their start date and throughout their first six months. The modernized onboarding program reduces manual and paper intensive processes, creating efficiency and streamlining activities for supervisors by guiding them through the process step-by-step. Altogether, this new program speeds up integration of a new employee.

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## SAFETY DATA MANAGEMENT SYSTEM (2017)

Service Improvement - Implementation of the Safety Data Management System will result in safer workplaces across the City. By mapping out hot-spots, the City is better enabled to channel its resources on preventative safety issues as well as current safety gaps, resulting in greater safety compliance across the board. Implementation of the City's Safety Data Management System will support the shifting of resources from a current transactional-based OHS approach, to one that is more strategic in nature. This system will automate the tracking and management of data, processes and activities related to the City's safety program, and will include customizable reporting capabilities with a strong analytic component for producing safety-related forecasts and predicting trends. This system will also consolidate pertinent safety information in one repository.

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## HUMAN RESOURCES CULTURE ACTION PLAN

The City's evolving culture supports building a great city by aligning behaviours, structures and processes with the City's Leadership Expectations and Principles, as well as the vision and goals outlined in *The Way Ahead*. To be successful, the City needs engaged employees, effective leadership, collaborative workplaces, high performance and a citizen-centric focus.

The Human Resources Branch is proud of its efforts in these key areas and has realized exceptional results in the most recent 2014 Employee Engagement and Diversity survey. As such, the main focus for the Branch will be on sustaining these improvements with a focus on maintaining superior engagement and communication initiatives as outlined below.

<p><b>Areas of Focus</b></p> <p>(based on results from the Employee Engagement and Diversity Survey)</p>	<ul style="list-style-type: none"> <li>● "I see a clear linkage between my work and the City's long-term vision."</li> <li>● "I have trust and confidence in my Department's leadership team's ability to achieve the City's goals."</li> <li>● "In the last six months, my immediate supervisor has talked to me formally about my performance."</li> <li>● "In general, information in the City is communicated well."</li> <li>● "Employees in my branch work as though they are part of a team."</li> </ul>		
<p><b>Actions to be Taken</b></p>	<ul style="list-style-type: none"> <li>● Given the significant gains from the 2012 Employee Engagement and Diversity survey, it is important to continue focusing on advancing the HR Branch initiatives already implemented. For example: <ul style="list-style-type: none"> <li>○ Maintain the quarterly HR Branch Meetings, as well as the OneHR Google+ Community as a way to engage with and support effective communication with all Branch employees.</li> <li>○ Encourage collaboration initiatives through client service teams, culture ambassador and other cross-section project teams.</li> </ul> </li> </ul>		
<p><b>Measures</b> (% favourable survey response)</p>	<p><b>2012</b> (Actual)</p>	<p><b>2014</b> (Actual)</p>	<p><b>2016</b> (Target)</p>
<ul style="list-style-type: none"> <li>● Overall Engagement</li> <li>● Overall Culture</li> <li>● Overall Workplace</li> <li>● Overall Immediate Supervisor</li> </ul>	<p>69.7</p> <p>68.0</p> <p>66.9</p> <p>68.5</p>	<p>84.8</p> <p>80.1</p> <p>79.7</p> <p>79.6</p>	<p>Maintain/Increase all scores</p>

## Risk Identification and Emerging Opportunities

The following table identifies the operational risks associated with the Human Resources Branch. The 'Likelihood' score is from 1 (rare) to 5 (almost certain) and the 'Impact' score is from 1 (minor) to 5 (worst case).

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
The external supply of labour is impacted by the dynamic Alberta economy.	3	3	Implementation of initiatives outlined in the 2015-2020 Corporate Workforce Plan, as well as continual monitoring of the economy and external labour market.	HR
Workforce demographic changes, including maturing of the baby boomers resulting in increased retirements.	4	3	Implementation of initiatives outlined in the Learning Strategic Focus Area in the Corporate Workforce Plan, specifically implementation of the City's School of Business.	HR

### EMERGING OPPORTUNITIES

- 1. Compliance with Safety Code changes:** An Alberta Occupational Health & Safety (OHS) Act, Regulations and Code review is scheduled to be completed in 2016, with changes to the Code being implemented immediately after. This may result in increased employer activities to comply with the legislated changes.
- 2. Technological changes:** There is a greater influence of technology (mobile, big data and social media) in the HR business environment. The City is a leader in using social and mobile recruitment strategies to recruit new staff who in turn have expectations that HR business processes within the organization are similarly technology-based.
- 3. Diversification of workforce:** Greater diversification of the Edmonton labour market provides an opportunity to diversify the City workforce and address staff vacancies from a greater pool of candidates. HR progress in the areas of employment outreach and in building respectful workplaces must continue.
- 4. Public Sector pension reform:** Proposals to reform Alberta's public sector pension plans may significantly impact retirement decisions, the City's ability to attract and retain employees, and the City's expenses related to employer-sponsored disability plans.
- 5. Business transformation:** Modernizing business operations through continuous improvement and changing program requirements will potentially lead to new and emerging business and service delivery models, which may result in transformation of Corporate processes and structures.

## Branch Structure and Programs

The following table identifies the Human Resources Branch Programs and the Functions within the Programs:

Recruitment	Employee Service Centre	Corporate Safety and Disability Management	Enterprise Learning	HR Consulting & Systems
Recruitment Services	Benefits Administration	Corporate Safety	School of Business	HR Business and Analytics
Staff Support Services	Payroll	Disability Management	Succession Management	Labour Relations
	Pension Administration	Employee Health Services		Total Compensation

### Program 1: Recruitment

The Recruitment team provides consultative services to hiring managers and candidates in order to attract, hire and retain a diverse, engaged, innovative and skilled workforce. This area develops relationships with external organizations and uses innovative social media practices to source potential employees. It also provides a fee-for-service program of temporary administrative staff for City departments.



Working in partnership with clients across the City, the Human Resources Branch hires over 1,400 permanent employees each year and manages over 150,000 applicants.

### SERVICE STANDARDS

Service standards include turnover in the first six-months of employment, candidates hired from diverse backgrounds compared to the Edmonton labour market, staff support requests filled by the required date.

### BUSINESS / COST DRIVERS

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

## Program 2: Employee Service Centre

The Employee Service Centre (ESC) ensures all City employees are paid, benefit coverages are in place, and pension plans are administered in accordance with related collective agreements, legislation and policies. The ESC also manages the retention of employee records.

### SERVICE STANDARDS

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

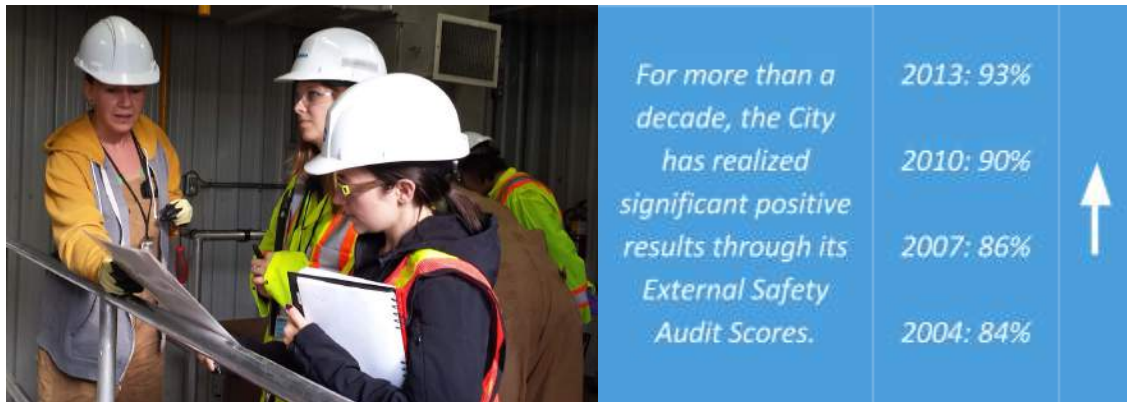
### BUSINESS / COST DRIVERS

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



### Program 3: Corporate Safety and Disability Management

Corporate Safety and Disability Management develops programs targeted at preventing employee injury and illness, adjudicates short-term disability claims, manages modified work programs, leads the City’s responsibilities with respect to Duty to Accommodate legislation and provides expertise in occupational illness and mental health. This area also supports the Corporate Occupational Health and Safety (OHS) Steering Committee, its three-year OHS Business Plan and has a significant regulatory and compliance responsibility.



#### SERVICE STANDARDS

This program seeks to meet or exceed WCB reporting timeframes and to reduce WCB premium rates per \$100 (2012: \$1.37, 2013: \$1.28 and 2014: \$1.17).

#### BUSINESS / COST DRIVERS

- Number of City employees
- Legislated safety changes

### Program 4: Enterprise Learning

Enterprise Learning manages the School of Business and is responsible for enterprise-wide training related to supervision, management, leadership and corporate competencies. In addition, the School of Business provides mandatory training for all employees, as well as enhanced training opportunities for those seeking to advance. Learning takes place in a variety of forums including formal classroom settings, online and through various work experiences. The section also manages the City Succession Management Program.

## SERVICE STANDARDS

The service standards for this program include full completion of mandatory corporate training, expanding upon blended learning opportunities across the City, a single repository of training (including compliance training) and an increase in targeted employee competencies.

## BUSINESS / COST DRIVERS

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

## Program 5: HR Consulting and Systems

The HR Consulting and Systems program modernizes the HR Business through implementation of initiatives outlined in the Human Resources Information Technology five-year roadmap, as well as through the provision of both labour relations and classification consultation. The HR Business and Analytics team supports strategic decision making in the organization through HR data management and reporting. The Total Compensation team manages the internal classification system as outlined in collective agreements, leads pension and benefit policy development and monitors the external environment through market competitiveness studies. Labour Relations works collaboratively with management to resolve workplace disputes in a manner that is consistent with the Working Relationship Agreement, and delivers Supervisor 101 training, to assist leaders with optimizing employee and team performance.

## SERVICE STANDARDS

Service standards include maximizing the use of technology, HR data and the availability of systems to support strategic decision-making and the effective delivery of HR programs and processes. Also, service standards include the negotiation, application and governance of Collective Agreement articles and the Management Administrative Guidelines, as well as the provision of consultation and support to management on employment, compensation and classification-related matters. Given the organization's commitment to the Working Relationship Agreement, this program requires its employees to be ambassadors for collaborative union/management relationships and interest-based problem solving.

## BUSINESS / COST DRIVERS

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

## Planned Changes 2016 - 2018

### Financial Impact

The following Branch Summary Table includes the planned changes, as summarized on the following pages, to deliver the services described in the Business Plan.

#### Human Resources

#### 2016-2018 Plan - Branch Summary

(\$000)	2015 Budget	2016 Plan	2017 Plan	2018 Plan
<b>Revenue &amp; Transfers</b>				
User Fees, Fines, and Permits	-	-	-	-
Grants	-	-	-	-
Transfer from Reserves	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	-	-	-	-
<b>Expenditure &amp; Transfers</b>				
Personnel	17,300	18,000	18,300	18,600
Non-Personnel	3,100	3,300	3,400	3,400
Intra-municipal Recoveries	(7,700)	(7,800)	(7,900)	(8,000)
<b>Total Expenditure &amp; Transfers</b>	\$12,700	\$13,500	\$13,800	\$14,000
<b>Net Operating Requirement</b>	\$12,700	\$13,500	\$13,800	\$14,000
<b>Full-time Equivalents</b>	156.5	156.5	156.5	156.5

## CHANGES TO MAINTAIN CURRENT SERVICE LEVELS

### **Physician Services - 2016**

*Periodical medical exams, along with follow-up post-audiometric and pulmonary tests are a legal requirement stated by the Alberta Occupational Health and Safety Act, Regulations and Code for all employees who are deemed to have been exposed to occupational medical hazards such as excessive noise, needlestick injury, dust, bio-pathogens, etc. These exams and tests support proper health surveillance for the City's employees. The expenditure required will be used to cover the increased amount of work generated by the high volume of medical tests performed as a result of audiometric and pulmonary mobile testing and will ensure legislative compliance. (\$70K/year)*

### **Oracle Taleo License - 2016**

*Oracle Taleo is the current system used to support the City's recruitment processes including candidate management, position postings, automated pre-screening, and the reporting of key recruitment statistics. In addition, this system supports the onboarding processes for new hires and employees moving throughout the organization by automating sign-on and benefit enrolment forms, providing communications to new employees and guiding supervisors in the activities they need to complete. The expenditure required is to cover the additional licensing fees for an increasing number of employees across the City and the associated resulting storage costs. (\$ 90K/year)*

### **Corporate Learning Management System - 2016**

*Implementation of the City's Corporate Learning Management System will provide a tool for better managing, analyzing, auditing and reporting on all types of training across the organization, and facilitating knowledge management activities accordingly. This solution will streamline training administration processes, provide self-service features for employees to manage their learnings, link skill and competency inventories with learning activities, and more. (\$165K/year)*

### **Personnel Inflation**

*Personnel inflation includes the settlement of union contracts, benefit adjustments, and step/merit increases.*

### **Intra-Municipal Recoveries**

*Inflationary increases Shared Service recoveries from Utilities and Enterprises.*

# Appendix

## APPENDIX I - SUMMARY ALIGNMENT OF OUTCOMES & PERFORMANCE MEASURES

The following table is a summary of how the work of the Branch aligns to a Corporate Outcome and/or to a Corporate Leadership Team (CLT) Strategic Focus Area as well as the associated performance measures. The performance measures are intended to provide a summary of the measures that the Branch is currently monitoring and are identified throughout this business plan.

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			2014 / Baseline	2016	2017	2018	
Council Initiatives							
<b>Indigenous Peoples Strategy</b>	City employees are aware of and sensitive to Aboriginal history and culture.	<ul style="list-style-type: none"> <li>• % of City employees who have received Aboriginal Awareness training</li> </ul>	N/A (new Initiative)	<ul style="list-style-type: none"> <li>• 35%</li> </ul>	<ul style="list-style-type: none"> <li>• 65%</li> </ul>	<ul style="list-style-type: none"> <li>• 100%</li> </ul>	<ul style="list-style-type: none"> <li>• Provide corporate-wide Aboriginal Awareness training to City staff (the City's leadership group was trained in November 2014).</li> </ul>
CLT Initiatives							
<b>Administrative Governance - Developing Capacity</b>	Leverage learning as a competitive advantage to build a strong and sustainable workforce for today and the future.	<ul style="list-style-type: none"> <li>• % compliance with mandatory training</li> <li>• % of online training administered</li> <li>• % compliance with mandatory safety orientation</li> </ul>	<ul style="list-style-type: none"> <li>• 80%</li> <li>• 10%</li> <li>• 96%</li> </ul>	<ul style="list-style-type: none"> <li>• 90%</li> <li>• 20%</li> <li>• Maintain or Increase</li> </ul>	<ul style="list-style-type: none"> <li>• 100%</li> <li>• 35%</li> <li>• Maintain or Increase</li> </ul>	<ul style="list-style-type: none"> <li>• 100%</li> <li>• 50%</li> <li>• Maintain or Increase</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of the City's School of Business.</li> <li>• Implementation of the new Learning Management System to support processes associated with employee training records and enrollment administration.</li> <li>• Create a "learning from each other" approach to new corporate learning.</li> <li>• Develop a vehicle to address emerging corporate training requirements.</li> <li>• Shift to blended learning across the City through incorporation of more online training.</li> </ul>

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			2014 / Baseline	2016	2017	2018	
CLT Initiatives							
<b>Corporate Oversight - Corporate Accountability</b>	Optimize both workforce and organizational performance.	<ul style="list-style-type: none"> <li>● 2016 External Safety Audit Score (tri-annual audit) to maintain the Partnerships in Injury Reduction (PIR) rebate eligibility.</li> <li>● Injury frequency rate.</li> <li>● Overall WCB rates for every \$100 in insurable earnings.</li> <li>● Annual sick leave hours per FTE (permanent employees).</li> <li>● % of Arbitration cases decided in the City's favor.</li> </ul>	<ul style="list-style-type: none"> <li>● 93% (2013)</li> <li>● 3.61%</li> <li>● \$1.17</li> <li>● 68.08 hours</li> <li>● 94%</li> </ul>	<ul style="list-style-type: none"> <li>● Audit Score Minimum of 80%</li> <li>● Downward trend</li> <li>● Improve perf. and reduce total claim costs</li> <li>● Downward trend</li> <li>● 80% or higher</li> </ul>	<ul style="list-style-type: none"> <li>● Action Plan Minimum of 80%</li> <li>● Downward trend</li> <li>● Improve perf. and reduce total claim costs</li> <li>● Downward trend</li> <li>● 80% or higher</li> </ul>	<ul style="list-style-type: none"> <li>● Action Plan Minimum of 80%</li> <li>● Downward trend</li> <li>● Improve perf. and reduce total claim costs</li> <li>● Downward trend</li> <li>● 80% or higher</li> </ul>	<ul style="list-style-type: none"> <li>● Commitment to employee safety and implementation of the Corporate Safety Management System.</li> <li>● Advance initiatives outlined in the City's 3-year OH&amp;S Business Plan.</li> <li>● Implement a comprehensive Mental Health Program.</li> <li>● Lead the City's mediation, arbitration or other provincial Labour Board proceedings with a focus on protecting the City's interests.</li> </ul>
<b>Open City</b>	Leverage social media resources to enhance the City's presence as an employer of choice.	<ul style="list-style-type: none"> <li>● # of Likes/Followers: <ul style="list-style-type: none"> <li>○ Facebook</li> <li>○ LinkedIn</li> </ul> </li> <li>● # of Hires: <ul style="list-style-type: none"> <li>○ Facebook</li> <li>○ LinkedIn</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>○ 75,793</li> <li>○ 26,138 (as of March 31/15)</li> <li>○ 46</li> <li>○ 175</li> </ul>	<ul style="list-style-type: none"> <li>● 10% Increase</li> <li>● 10% Increase</li> </ul>	<ul style="list-style-type: none"> <li>● 10% Increase</li> <li>● 10% Increase</li> </ul>	<ul style="list-style-type: none"> <li>● 10% Increase</li> <li>● 10% Increase</li> </ul>	<ul style="list-style-type: none"> <li>● Capitalize on innovative social networking strategies.</li> <li>● Further the 'Open Employer' concept through expansive social media recruitment efforts: <ul style="list-style-type: none"> <li>○ Facebook: Building targeted talent pipelines for students and hard-to-fill roles.</li> <li>○ LinkedIn: Building targeted talent pipelines for IT, Accounting, Finance, Planning and leadership professionals.</li> <li>○ Twitter: Building a follower base to support recruitment of communications/creative professionals.</li> </ul> </li> </ul>

Conditions of Success							
<b>Organizational Capacity</b>	Attract, retain and engage a diverse, productive, innovative and skilled workforce to achieve business outcomes.	<ul style="list-style-type: none"> <li>● New Hire Engagement % (measured every 2 years).</li> <li>● Healthy turnover rate.</li> <li>● Time to Fill.</li> <li>● Workforce is representative of available external labour force (2011 Census):               <ul style="list-style-type: none"> <li>○ Aboriginal: 4.5%</li> <li>○ Visible minority person: 21%</li> <li>○ Person with disability: 11.3%</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>● 80.6%</li> <li>● 7.7%</li> <li>● 51.6</li> <li>● Aboriginal: 4.3%</li> <li>● Visible Minority: 19.2%</li> <li>● Person with disability: 8.7%</li> </ul>	<ul style="list-style-type: none"> <li>● Maintain or Increase</li> <li>● 5-10%</li> <li>● 52 days</li> <li>● Comparable to external labour market based on 2016 Census</li> </ul>	<ul style="list-style-type: none"> <li>● Maintain or Increase</li> <li>● 5-10%</li> <li>● 52 days</li> <li>● N/A (no Employee Engagement and Diversity Survey this year)</li> </ul>	<ul style="list-style-type: none"> <li>● Maintain or Increase</li> <li>● 5-10%</li> <li>● 52 days</li> <li>● Comparable to external labour market based on 2016 Census</li> </ul>	<ul style="list-style-type: none"> <li>● Implement a new onboarding system that facilitates the onboarding process for both employees and supervisors and creates an engaging experience for new employees.</li> <li>● Enhance the City's recruitment processes through automated pre-interview candidate assessments, and the promotion of outreach and other initiatives that support increasing the diversity of City employees.</li> <li>● Diversification of the workforce through employment outreach, partnerships, and Aboriginal workforce participation.</li> <li>● Leading the City's participation in the Edmonton Region Immigrant Employment Council mentorship program.</li> </ul>
<b>Core Service Delivery</b>	Quality consultation and support is provided to City Departments to enable achievement of client programs and services, through sound management practices and processes.	<ul style="list-style-type: none"> <li>● Payroll and Benefits compliance for third party plan administration, reporting, remittances, Canada Revenue Agency T4 submission and adherence of taxation legislation.</li> <li>● Payroll deadlines met.</li> <li>● HR FTE per City FTE.</li> </ul>	<ul style="list-style-type: none"> <li>● 100%</li> <li>● 100%</li> <li>● 1:75.3</li> </ul>	<ul style="list-style-type: none"> <li>● 100% compliance within legislated timelines</li> <li>● 100% on-time with less than 1% error rate</li> <li>● Maintain</li> </ul>	<ul style="list-style-type: none"> <li>● 100% compliance within legislated timelines</li> <li>● 100% on-time with less than 1% error rate</li> <li>● Maintain</li> </ul>	<ul style="list-style-type: none"> <li>● 100% compliance within legislated timelines</li> <li>● 100% on-time with less than 1% error rate</li> <li>● Maintain</li> </ul>	<ul style="list-style-type: none"> <li>● Continued focus on providing day-to-day operations support within a client service framework.</li> <li>● Address growth in clients through various HR modernizations, enhanced business practices and technology.</li> </ul>
	Adherence to safety legislation.	<ul style="list-style-type: none"> <li>● Minimum of 80% of total WCB claims reported within 72 hours from the date reported to employer (DRE).</li> </ul>	<ul style="list-style-type: none"> <li>● 87%</li> </ul>	<ul style="list-style-type: none"> <li>● Minimum of 80%</li> </ul>	<ul style="list-style-type: none"> <li>● Minimum of 80%</li> </ul>	<ul style="list-style-type: none"> <li>● Minimum of 80%</li> </ul>	<ul style="list-style-type: none"> <li>● Auditing of reporting procedures, communication on reporting requirements, follow-up on late claim submissions, and adoption of online reporting processes, in order to monitor and support efficient and timely WCB reporting.</li> </ul>

# Information Technology

CORPORATE SERVICES

Branch Manager:  
David Booth

# 2016-2018 Business Plan





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## Message from the Manager

This is an exciting time for the Information Technology Branch (ITB). ITB is focused on getting back to the basics of being a service-aligned organization; we are becoming an organization that is responsive to organizational needs with strong business understanding. This combination of responsiveness and business understanding establishes us as the “go to” organization that is well positioned to meet the growing demands of the City. Of course, our most important asset is our staff who have a strong customer service ethic, work hard and have a depth of experience and skills.

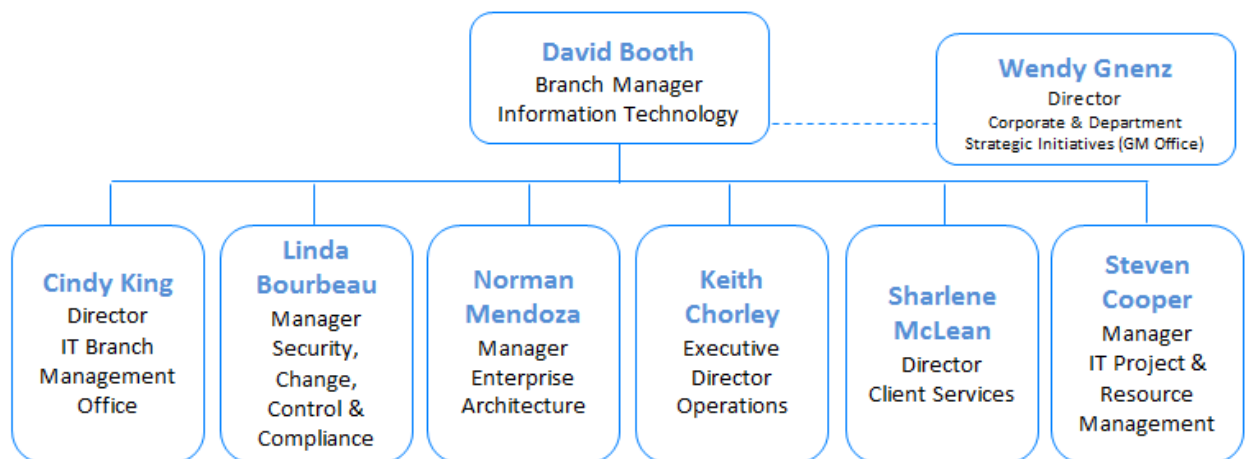


A great many of the City’s projects and initiatives are relying on technology for modernization, continuous improvement and innovative ways to interact with our citizens. That happens in the delivery of our services, through expanded public engagement and becoming a more transparent and accountable City.

In this multi-year business plan, ITB articulates how we support the strategic direction of the City, Council Initiatives, *Open City*, the Corporate Services Modernization Agenda as well as Departmental and Branch initiatives. Contributing in such a tangible way to the City makes me very optimistic and enthusiastic about the future of the ITB.



David Booth, Branch Manager



## Our Branch



Technology is reshaping the way people and organizations do business, and the way Edmontonians live their lives. The IT Branch assists all areas of the organization in improving current processes and finding innovative and sustainable technology solutions to meet business challenges. The Branch also directly affects the everyday lives of citizens - from syncing City traffic lights, to providing online and mobile access to City information.

The City's technology depends on a complex and robust infrastructure foundation that includes:

- Over 200 network sites and seven wireless sites that connect 255 locations across the City
- More than 15,500 supported desktop and mobile devices
- Over 500 servers that store information and host application systems
- Nearly 100 km of fibre optic cable

The IT Branch provides technology tool sets that meet unique staff needs so they can collaborate and work from anywhere, anytime, with any device. IT maintains over 140 department business applications and five enterprise-wide applications.

Enterprise-wide/Enterprise Resource Planning (ERP) applications are systems and software that support City operations. IT maintains the following ERP applications:

- SAP: Supports business areas with financials, purchasing and equipment maintenance.
- PeopleSoft/HRIS: Supports the City's Human Resources business system including payroll, benefits and hiring.
- Public OneStop Service System (POSSE): Supports internal and external processes such as permitting and licensing.
- Tax, Assessment and Collection System (TACS): Records and sends out property assessments, in addition to supports the collection of property taxes.
- GeoSpatial: Supports services such as property assessment, transit route planning, development permits and road design.

The IT Branch maintains GeoSpatial Information Systems (GIS) to support key functions. Having the GIS functionality allows for Business Intelligence to take complex, multi-layered concepts and information, rendering them into an easily accessible form such as a map or other visual representation. In addition to Business Intelligence, Business Analytics identifies correlations and patterns otherwise inaccessible or undiscovered in the two petabytes of raw data managed by the IT Branch.

These technologies enable citizen services such as recreation facility booking, program registrations and Fire Rescue Dispatch. Oversight and coordination for all IT services is provided by strong governance processes, enterprise architecture principles and sound resourcing, project and financial management. IT staff use their experience, knowledge and expertise to provide the City with a broad range of technology-based solutions and services while maintaining three core outcomes:

FOCUS AREAS	OUTCOMES	METRIC CATEGORY
Building capacity and enabling success	IT based infrastructure and systems are reliable and sustainable.	Efficiency/ Productivity measures
Core service delivery	<p>The IT Branch operates as a well managed organization</p> <p>IT acts as a trusted partner and advisor in the delivery of Department and Branch goods and services</p>	Effectiveness measures (e.g., service levels, client satisfaction)
Facilitating and cultivating innovation	IT services and operations are focused on providing expertise and modern innovative solutions.	Innovation and improvement measures (e.g., service improvements, cost savings, adoption of new business models)


## Contribution to the City's Vision

### THE WAY AHEAD

The IT Branch contributes to advancing *The Way Ahead* by supporting the principles of liveability, integration, sustainability and innovation. Considering these principles and the conditions of success, the IT Branch aligns by supporting initiatives that help the corporation to become more innovative and efficient while utilizing technology to enhance the quality of life for citizens.



The IT Branch plays a key supporting role in the following initiatives as part of the Ways Implementation Plan.

<p><b>THE WAY WE LIVE - EDMONTONIANS ARE CONNECTED TO THE CITY IN WHICH THEY LIVE, WORK AND PLAY</b></p> 	<p>The IT Branch is supporting the activities of the <i>Open City Initiative</i>, including Open Data Catalogue Expansion, Open Lab, Open Access and the Analytics Centre of Excellence.</p>
<p><b>CONDITIONS OF SUCCESS - SOUND MANAGEMENT PRACTICES AND PROCESSES</b></p>	<p>The IT Branch contributes to <i>The Way Ahead</i> conditions of success through responsible operation and management of key enabling technologies and projects, and through strong governance of the City's IT investments.</p>
<p><b>CONDITIONS OF SUCCESS - SOUND MANAGEMENT PRACTICES AND PROCESSES</b></p>	<p>The IT Branch provides invaluable support to the organization and citizens through excellence in day-to-day delivery of operations and adoption of innovative solutions that enhance the use of technology throughout the Corporation and for Edmontonians.</p>


### COUNCIL INITIATIVES

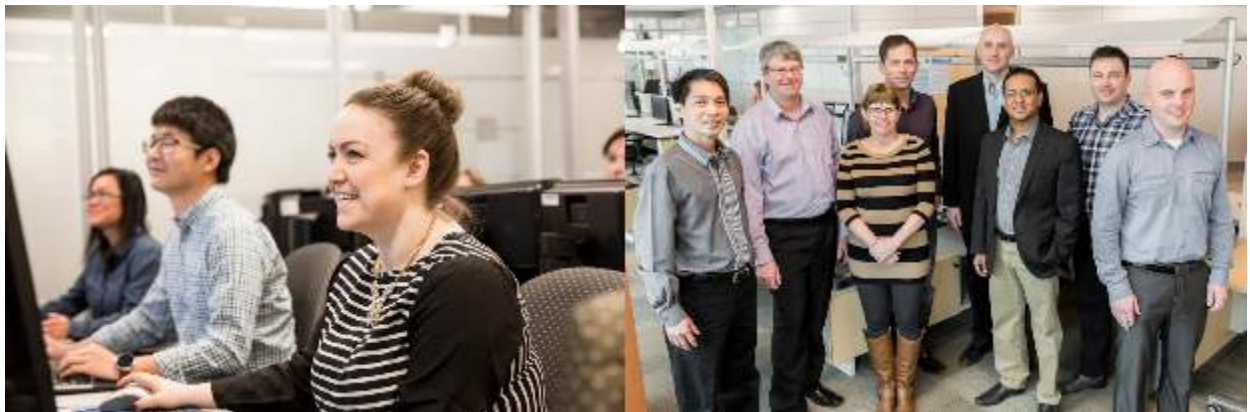
Council Initiatives include a number of key priority projects for the City of Edmonton. The Information Technology Branch supports all of these projects through day-to-day operations, supporting the corporate lead areas that are charged with leading this work.

<p><b>PUBLIC TRANSIT INITIATIVE</b></p>	<p>The IT Branch supports the future direction of public transportation through the SmartBus and SmartFare projects, enabling a future-focused transit ridership.</p>
<p><b>PUBLIC ENGAGEMENT INITIATIVE</b></p>	<p>Aligning with the goals and objectives of the <i>Open City Initiative</i>, IT supports emerging and innovative technologies which enables new channels for engagement between citizens and the City.</p>

## CORPORATE LEADERSHIP TEAM - STRATEGIC FOCUS AREAS

To support the City's *Vision* and Council Priorities, the Corporate Leadership Team has developed strategic focus areas to ensure that the organization has the operational capacity to deliver on the projects, initiatives and tactics that support the objectives. The IT Branch advances a number of Corporate Leadership Team Strategic Focus Areas through day-to-day operations, supporting the corporate lead areas that are charged with advancing this work.

<p><b>ADMINISTRATIVE GOVERNANCE - DEVELOPING CAPACITY</b></p>	<p>The IT Branch is aligned with the evolution of technology and service innovations which meet the technology needs of the organization, supporting a revitalization of infrastructure that provides resiliency and the move to Cloud-based infrastructures.</p>
<p><b>CORPORATE OVERSIGHT - PERFORMANCE OF ORGANIZATION</b></p>	<p>The IT Branch maintains ongoing support and maintenance of the technology foundations of the public-facing <i>Citizen Dashboard</i>. Internally, the IT Branch provides regular IT related corporate oversight reporting to clients; increasing awareness and accountability around IT services and supporting efficient and effective decision making.</p>
<p><b>EXTERNAL INTERFACE</b></p>	<p>The IT Branch maintains external relationships with people and partners in the areas of its specialty; specifically, the IT Branch interacts with the Edmonton Economic Development Corporation (EEDC) through the <i>Open City: Open Lab Initiative</i> and the Mobility Centre.</p>
 <p><b>OPEN CITY</b></p>	<p>Infrastructure and operations supporting Open City outcomes include increased network bandwidth and expanding the availability of public WiFi.</p>



## BRANCH INITIATIVES

### BUILDING CAPACITY AND ENABLING SUCCESS

*IT based infrastructure and systems are reliable and sustainable.*

The City's technology depends on an infrastructure foundation composed of a corporate network, thousands of computers and mobile devices, and over 500 servers that store information and host application systems. The IT Branch provides technology tool sets that meet unique staff needs so they can collaborate and work from anywhere, anytime, with any device. Success is defined and measured in the reliability, availability, sustainability, scalability and general performance of IT based infrastructure and systems that support the City in its business.

#### Highlight Projects

- Start with strengthening the foundations that support the City. City business areas cannot afford downtime in their key systems. These systems and the many critical technology components upon which they run will be **revitalized to be as resilient as possible**. This vital work will help mitigate risks and prevent losses to the City, and will be completed in 2018.
- Every day, IT is using new and modern platforms that help the City grow. By 2018 the City will be taking advantage of **Cloud technologies** (private and public) to strengthen redundancy and help the City get to market faster with emerging technologies. Making optimal use of the Cloud enables us to meet the demands of a growing City with greater speed and agility.
- By 2018, ITB will modernize several of the **core data centre technologies** that work seamlessly and securely bridge across the City's protected networks and data centres, as well as emerging cloud platforms. IT will improve the performance and security of the City's network, increasing internet and network capacity to improve service to public and municipal sites in 2016. Upgrades, enhancements and replacements of IT technologies ensure the City's IT foundations are secure and well-managed, maintaining vendor and industry support.
- Citizens and businesses want convenient service channels to interact with the City, with an increasing focus on eBusiness and mobile apps as enablers of access. As a foundation upon which these channels can be built and continue to grow, IT will create new ways to manage **complex business workflows** and the movement of data between systems; by 2018 a structure will be established that is agile and can be continually built on to meet changing needs, allowing service to citizens to be responsive to business process changes.



## CORE SERVICE DELIVERY

*The IT Branch operates as a well-managed organization.*

*IT acts as a trusted partner and advisor in the delivery of Department and Branch goods and services.*

IT projects support the outcomes of its customers just as IT resources support project sponsors and key business stakeholders in identifying solutions that will meet their unique technology needs. The IT Branch provides effective business relationship management through a combination of responsiveness and business understanding, in order to stand as a strategic partner in City business. Success is defined and measured in client satisfaction and effective business relationship management.

### Highlight Projects

- Major upgrades are planned for the key Enterprise Systems (e.g., SAP in 2016, PeopleSoft/HRIS and POSSE in 2017) that help the City operate its critical financial, human resource, tax assessment, and permit processes. These **upgrades will deliver modern user interfaces**, additional options, and new features for City employees to use.
- The citizen-facing community registration technology tools (e.g., Class) uses today to manage information about programs, courses, facilities and amenities available at the recreational facilities and attractions will reach end-of-life in 2017. This presents an opportunity to **revisit the citizen-facing technology foundations** delivered by the City, allowing citizens to access their local community services quickly and conveniently. The City's recreation facilities are at the heart of the community, and the facility and recreation systems will keep it beating.
- The City of Edmonton will deliver the **OneCity Workplace** vision by 2017, leveraging services that will maximize current technology and will help to reduce the costs of collaboration and communication by minimizing lag time for interpersonal communication. The OneCity Workplace and its implemented services will reduce cycle time and increase the efficiency and effectiveness of critical business processes to create new ways of interacting with customers and partners. The move to the Edmonton Civic Tower will be an excellent opportunity to adapt to a transforming technology environment.
- Throughout the corporation, there is a need to enable employees to perform their work away from the standard office environment. Going **mobile in the field** to complete activities such as inspections of homes, maintenance of infrastructure assets and road cuts, tracking locations of new assets, and performing work orders will reduce duplication of effort and time to deliver, making employees more efficient and effective. By 2018 ITB will have worked with Drainage, Roadway Operations, and Facility Maintenance to extend the power of mobility to City operations and employees, and will extend out to the rest of the organization in years following.
- As mobility in the office and in the field evolves, so does citizen engagement with City service offerings. The **Mobility Centre** will be fully established in 2016, providing support to City Departments and Branches wanting to create a mobile application or solution to deliver services and/or information to customers. Mobile solutions enable the City to expand into new channels when interacting with citizens.



## BUILDING A GREAT CITY - FACILITATING AND CULTIVATING INNOVATION

*IT services and operations are focused on providing expertise and modern innovative solutions.*

The Information Technology Branch facilitates continuous improvement and innovation efforts through ambitious IT modernizations. The City of Edmonton is a warehouse of data and information that belongs to our citizens. Our focus is on utilizing technology in a manner that is efficient in the delivery and accessibility of information and services, allowing for positive government interaction, and empowering citizens and staff to be creative and innovative. We need to ensure information is accessible for responsible decision-making and enables the City to be responsive to an evolving modern society.

<b>UNIFIED AUTHENTICATIONS (2016)</b>	Service Improvement - Citizens expect convenient, consistent, and trustworthy access to City services. Enhancing our eBusiness capabilities to include a common way to access City websites, online services, and mobile apps will help deliver this great experience to citizens. Beginning in 2016, <b>Unified authentications</b> will be in place, playing into emerging capabilities such as SmartFare, through which citizens experience the City as having one identity. Single-sign-on is the citizen's digital experience of the corporation's commitment to operate as One City.
<b>CORPORATE DATA WAREHOUSE (2018)</b>	Service Improvement - The City generates and manages a wealth of data and information every day of the year. Two petabytes of data are stored internally; if printed, this content would be equivalent to almost 200 million phonebooks. The <b>Corporate Data Warehouse</b> will streamline the access to that data, unlocking a treasure for City decision makers and citizens alike.
<b>SPATIAL DATA (2018)</b>	Service Improvement - Leveraging the City's <b>vast spatial data stores</b> will deliver great insights and provide Edmontonians with the maps to navigate the city in which they live, work, and play. Spatial data will become part of the City's Corporate Data Warehouse - adding place and space to our treasure-trove of data. This work is critical to the success of programs like Pedestrian Wayfinding and other powerful interactions between the corporation and Edmontonians.
<b>ADVANCED ANALYTICS (2018)</b>	Service Improvement - <b>Forecasting and advanced analytics</b> are emerging as enablers of evidence-based policy making and strategies, allowing City-builders to look forward and anticipate issues before they emerge. As the City continues to grow, the ability to use these advanced approaches will provide decision-makers tools to help anticipate growth pressures and make effective use of municipal resources. The City is already seeing the possibilities of IT analytics in the release and analysis of census data, crime statistics and contributing factors to local poverty. The City's growth in this area will continue through 2018 and beyond.

“The City’s vast spatial data stores will deliver great insights and provide Edmontonians with the maps to navigate the city in which they live, work, and play.”



<p><b>USER DESKTOPS &amp; COLLABORATIVE TECHNOLOGIES (2016)</b></p>	<p>Potential Cost Savings - Implement Google Hangouts while ensuring WiFi networks support the continued use of Hangouts and other collaboration tools.</p>
<p><b>SAP MOBILITY (2017)</b></p>	<p>Service Improvement - Mobility is changing how City staff work in the field; many staff will have the ability to enter and approve time, and inspectors will have the ability to connect to SAP during inspections.</p>

Desktop technology solutions needed for many routine tasks are often not available to employees who work in the field. To serve this need, IT has implemented SAP Mobility, allowing outside workers and other mobile City staff to receive work orders and notifications, as well as filing time sheets and other documents, online with their mobile devices. This new system benefits not only those outside workers who no longer have to fill out their paper records, but also the clerical staff who were previously entering these records into the system manually. SAP Mobility eliminates a significant duplication of effort, equipping staff with the technology tools that allow them to be effective every day, wherever they are working.



<p><b>STREAMLINE EMPLOYEE ONBOARDING (2016)</b></p>	<p>Potential Cost Savings - In 2016, ITB will develop SAP and PeopleSoft scripts aimed at finding efficiencies not only in streamlined processes but in cost savings associated with reduced labour; this will also simplify requirements associated with onboarding of staff beginning new roles at the City.</p>
<p><b>APPLICATION PORTAL (2017)</b></p>	<p>Service Improvement - In 2017 ITB will simplify the Graphical User Interface (GUI), initially providing single sign-on for a limited number of Corporate applications (i.e., Google, SAP and PeopleSoft).</p>

City of Edmonton employees are increasingly mobile, moving between buildings and even areas of the city during the day in order to complete their work. A range of collaboration tools have been introduced as part of Google adoption in the corporation; among them, Google Hangouts. Hangouts allow staff to text, voice chat and even participate in video conferencing calls as they move through their days. Use of Hangouts is reducing the amount of time staff located downtown spend travelling between office towers. In addition, City staff working across the city from each other who might not previously have met in person can now speak face to face through Hangouts video calls, striking up connections between colleagues and reaffirming that we are, in fact, One City.



#### WiFi ON PLATFORMS AND CELL IN TUNNELS (2016)

Service Improvement - Edmonton aspires to have all Edmontonians connected to the city in which they live, work and play. In support of the Open Access activities under the Open City Initiative, IT will expand WiFi onto LRT platforms and stations by the end of 2016, as well as working with providers on an ongoing basis to extend cell coverage along the entire LRT system. This addresses a significant gap in coverage and enables Edmonton to become a truly connected city.

#### ENTERPRISE SEARCH (2017)

Service Improvement - As the number of internal websites, files and documents created and maintained by the City continues to grow, so does the need to effectively search those information stores. Citizens expect to be able to visit the City's website, use the search tools there, and have the same kind of intuitive, accurate results delivered to them as they receive through Google and other web search tools. IT will enhance accessibility of City information through improved search tools, delivering accurate, timely and complete results to City employees and the public alike. Basic functionality will be in place in 2017, with developments ongoing.





The Information Technology Branch is dedicated and passionate about public service. High levels of professionalism, integrity and ethical behavior characterize relationships, both internally and externally. Collaboration and teamwork are valued through a shared corporate vision and common goals. The Branch strives for a vibrant organizational culture where employees feel appreciated, recognized and affirmed. To be successful our organization needs engaged employees, effective leadership, collaborative workplaces, high performance and a citizen-centric focus.

The 2014 Employee Engagement and Diversity Survey revealed areas of focus for the IT Branch over the coming two years, as outlined below:

<p><b>Areas of Focus</b></p> <p>(based on results from the Employee Engagement and Diversity Survey)</p>	<ul style="list-style-type: none"> <li>● I see a clear linkage between my work and the City's long-term vision.</li> <li>● I have trust and confidence in my Department's leadership team's ability to achieve the City's goals.</li> <li>● In the last six months, my immediate supervisor has talked to me formally about my performance.</li> <li>● I see a clear link between my work and the City's long term vision.</li> <li>● In the last six months, my immediate supervisor has talked to me formally about my performance.</li> <li>● I have trust and confidence in my Branch's leadership team's ability to achieve the City's goals.</li> </ul>
<p><b>Actions to be Taken</b></p>	<ul style="list-style-type: none"> <li>● Branch and Department Strategic Coordinators to work together to create and deliver presentations on linkage between day-to-day Branch operations and The Ways Implementation Plans.</li> <li>● Set individual goals based on the IT Branch Plan.</li> <li>● Share the IT Branch Plan to all staff. Supervisors to use the IT</li> </ul>

	<p>Branch Plan to discuss Corporate, Departmental, Branch and staff alignment.</p> <ul style="list-style-type: none"> <li>Supervisors will have regular formal conversations with staff about performance.</li> <li>Improved Communication <ul style="list-style-type: none"> <li>Central online location for information sharing to facilitate two-way communication.</li> <li>Monthly Branch newsletters.</li> <li>Invite front line supervisors and Cultural Ambassadors to leadership meetings.</li> <li>Publish IT Branch Leadership meeting agendas and minutes to staff.</li> </ul> </li> </ul>		
Measures (% favourable survey response)	2012 (Actual)	2014 (Actual)	2016 (Target)
<ul style="list-style-type: none"> <li>Overall Engagement</li> <li>Overall Culture</li> <li>Overall Workplace</li> <li>Overall Immediate Supervisor</li> </ul>	61.8	60.8	65
	64.9	65.7	70
	60.5	60.6	65
	71.5	69.0	75



# Risk Identification and Emerging Opportunities

## RISK IDENTIFICATION

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
With the ever increasing demand for IT enabled solutions, the IT sector is experiencing a high demand for specialized, skilled resources.	3	4	Use of contractors and longer term service agreements. Ensure these agreements are sensitive to our work environment.	IT Project & Resource Management
In today's interconnected world there is an ever increasing risk of a data privacy breach and cyber attacks that impact IT services.	5	3	Implement appropriate IT security measures to mitigate and counter the various cyber threats.	IT Security, Change Control & Compliance
Application service providers regularly introduce new versions of products forcing upgrades and rendering current products obsolete.	5	3	The best mitigation strategies are ensuring longer terms plans are in place that account for these circumstances.	Executive Director, Operations
Like many other organizations, the IT Branch has an aging workforce with many staff approaching retirement. The loss of experience and skills will surely impact the City's ability to undertake many planned projects and service improvements.	5	3	The Information Technology Branch must invest in talent management and succession planning to avoid seriously impacting service delivery and its ability to deliver on important initiatives.	IT Project & Resource Management

## EMERGING OPPORTUNITIES

1. **IT has become a fundamental part of our everyday life.** Whether Council Initiatives, capital projects, the continuous improvement agenda or branch business plans, all have a significant IT component. The Information Technology Branch will need to become a more agile and adept organization able to quickly reallocate resources in order to meet these rapidly growing demands.
2. **New technologies are changing how services are delivered and create entirely new service opportunities.** In particular, the emergence of Cloud technologies significantly impacts IT business models and practices. Information Technology staff must continually update their skills and keep abreast of the constantly changing landscape so the City is well positioned to take advantage of technology to improve and innovate in the delivery of service. If we do not allow for sufficient time and resources for skills upgrade, IT skills can and will quickly fall behind.

## Branch Structure and Programs

The following table identifies the Branch Programs and the functions within the Programs:

Corporate IT Services	Applications	Infrastructure	IT Administration
IT Security	Enterprise Applications	Workplace Support	Management & Planning
IT Architecture Foundations	Client Applications	Servers & Network Support	Staff Services
IT Project & Resource Management	Client Relations & Training		Administrative Services

### Program 1: Corporate IT Services

Corporate IT Services encompasses those functions of the IT Branch that provide the foundations and scaffolding that allow IT to deliver projects and enhancements to customers. Functions included in Corporate IT Services are IT Project & Resource Management, IT Security, and IT Architecture Foundations. This program works with branches to define, design and deliver new technology capabilities, while ensuring that new solutions integrate with the existing technology environment and stored information is secure and reliable. The program also provides management of all IT resources and finances, and provides IT project management services.

#### SERVICE STANDARDS

Service standards include validation of solutions against enterprise architecture principles (including integration of new technology with existing technology), meeting project and financial management standards while delivering projects on time and on budget, and meeting customer schedules and requirements.

#### BUSINESS / COST DRIVERS

- Changes in technology at the City and in the IT industry
- Large number of IT projects (approximately 100 per year)
- Resources required for projects

### Program 2: Applications

The Applications program is directly responsible for planning, development and implementation of application systems solutions that meet the City's business requirements, ensuring that systems are available, reliable, have outstanding performance and can scale to meet ever increasing demands. Functions included in this program are enterprise applications, client applications, client relations and training. Maintain and enhance over 140 departmental business applications and five enterprise applications that are used by citizens to access City services and by branches and departments to perform work efficiently. Applications need to be available (often 24x7) and secure, and this is achieved through timely administration, maintenance and support.

## SERVICE STANDARDS

Service standards include understanding the needs of citizens and business areas and enhancing application systems to meet those needs, ensuring applications are available and performing as expected, and building and maintaining knowledge so that advice can be given to business areas and problems can be resolved in a timely manner.

## BUSINESS / COST DRIVERS

- Volume of changes to application systems
- Changes required by legislation or policy, citizen needs or business areas
- Maintaining vendor-supported technology versions
- The high rate of change in the technology industry

## Program 3: Infrastructure

The Infrastructure program is responsible for the technology infrastructure that provides IT services to the corporation and to citizens. The infrastructure needs to be kept current and evolving as new functionality and features become available. Infrastructure components include network, servers, storage, backup, databases and data centres. Many of these services are provided on a 24x7, 365 days-a-year basis and require on-call support because of their importance to the corporation. Functions included in this program are servers & network support and workplace support. Provide the foundational layer of technology that is needed for all City services that involve technology. The IT Infrastructure is expected to be available, meet performance expectations and be secure. This infrastructure is continually maintained throughout its lifecycle.

## SERVICE STANDARDS

Infrastructure services understand and meet the requirements of citizens and business areas. Infrastructure must be kept current (on vendor supported versions) and secure, and services must meet availability and performance expectations, including being able to recover in a timely fashion if an outage occurs.

## BUSINESS / COST DRIVERS

- Accommodating changes required by legislation or policy, citizen needs or business areas
- Keeping on vendor supported versions so vendor support is available
- Performance and capacity must be maintained to keep up with increasing demand

## Program 4: IT Administration

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



### SERVICE STANDARDS

Service standards are primarily focused on cycle times, error rate and auditability of process.

### BUSINESS / COST DRIVERS

- Maintaining software licensing compliance which ensures that softwares versions are supported and secure
- Vendor Management, procurement and contract management costs increasing with growing demand



## Program 5: Program Management and Corporate Initiatives

This program includes the Office of the General Manager for Corporate Services, the Corporate Culture Office and the Corporate and Departmental Initiatives section. This program area provides leadership for priorities within the Corporate Services Department and for broader corporate initiatives focused on advancing *The Way Ahead* and Council priorities. The program currently oversees the Department's Modernization Agenda, the Open City Initiative, the City's Shared Services program, and the implementation of the Corporate Culture strategy.

### SERVICE STANDARDS

Service standards are focused on leadership and direction for Corporate and Departmental Initiatives, providing valued and timely information to Council to support direction setting and decision making, and enhancing corporate culture.

### BUSINESS / COST DRIVERS

- The number and scope of major corporate and departmental initiatives

## Planned Changes 2016 - 2018 Financial Impact

The following Branch Summary Table includes the planned changes, as summarized on the following pages, to deliver the services described in the Business Plan.

### Information Technology - Branch Summary

(\$000)	2015 Budget	2016 Plan	2017 Plan	2018 Plan
<b>Revenue &amp; Transfers</b>				
User Fees, Fines, and Permits	-	-	-	-
Grants	-	-	-	-
Transfer from Reserves	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	-	-	-	-
<b>Expenditure &amp; Transfers</b>				
Personnel	45,100	46,500	47,800	49,300
Non-Personnel	22,100	22,400	22,600	22,900
Intra-municipal Recoveries	(24,300)	(24,600)	(24,800)	(25,100)
<b>Total Expenditure &amp; Transfers</b>	<b>\$42,900</b>	<b>\$44,300</b>	<b>\$45,600</b>	<b>\$47,100</b>
<b>Net Operating Requirement</b>	<b>\$42,900</b>	<b>\$44,300</b>	<b>\$45,600</b>	<b>\$47,100</b>
<b>Full-time Equivalents</b>	386.9	386.9	386.9	386.9

### CHANGES TO MAINTAIN CURRENT SERVICE LEVELS

#### Personnel Inflation

Personnel inflation includes settlements of union contracts, benefit adjustments, and step/merit increases.

#### Software

Inflation of software licensing and maintenance costs from IT vendors.

#### Impacts of Capital

Changes to reflect items identified in the 2015-2018 approved Capital budget.

#### Intra-Municipal Recoveries

Inflationary increases of Shared Service recoveries from Utilities and Enterprises.

## Capital Investment

The following table is a list of the capital programs for the Branch approved in the 2015 - 2018 Capital Priorities Plan with the projected spending identified below:

Approved Budget (\$000)

Capital Program Name	2015	2016	2017	2018	2019 & Beyond
Enterprise Application Renewal	5,376	2,500	3,573	3,473	
Infrastructure Renewal	4,816	7,036	7,534	4,119	
Business Unit Application Renewal	3,247	5,566	2,456	4,179	
Enterprise Application Growth	3,503	3,601	3,192	3,638	
Business Application Growth	783	1,378	1,640	1,717	
<b>Total Approved Capital Budget</b>	<b>17,725</b>	<b>20,082</b>	<b>18,394</b>	<b>17,126</b>	
	2015	2016	2017	2018	2019 & Beyond
Total Growth	4,286	4,979	4,832	5,354	
Total Renewal	13,439	15,103	13,562	11,771	
<b>Total Approved Capital Budget</b>	<b>17,725</b>	<b>20,082</b>	<b>18,394</b>	<b>17,126</b>	

	2014	2015		2014	2015
Cost per Employee	\$3,730	\$3,730	IT cost as % of municipal cost	2.28%	2.06%
Public sector industry average	TBD	TBD	Public sector industry average*	3.9%	NA
Cost per IT User	\$8000	\$8000	City staff supported per IT FTE	29	31.2
Public sector industry average*	\$9000	NA	Public sector industry average	TBD	TBD



\*Source: Gartner Inc.

# Appendix

## APPENDIX I - SUMMARY ALIGNMENT OF OUTCOMES & PERFORMANCE MEASURES

The following table is a summary of how the work of the Branch aligns to a Corporate Outcome and/or to a Corporate Leadership Team (CLT) Strategic Focus Area as well as the associated performance measures. The performance measures are intended to provide a summary of the measures that the Branch is currently monitoring and are identified throughout this business plan.

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			2014 / Baseline	2016	2017	2018	
The Way Ahead							
<b>Edmontonians are connected to the city in which they live, work and play</b>	IT services and operations are focused on providing expertise and modern innovative solutions.	% of Perception Survey respondents who report feeling connected to their community	48%	45%			The IT Branch is supporting the activities of the Open City Initiative: <ul style="list-style-type: none"> <li>● Mobile Centre of Excellence participation in COE/Startup Edmonton's Open Lab</li> <li>● Open Data Catalogue expansion</li> <li>● Broadband Open Access</li> <li>● Analytics Centre of Excellence</li> <li>● eBusiness</li> </ul>
Council Initiatives							
<b>Public Transit</b>	IT based infrastructure and systems are reliable and sustainable	Transit ridership	-	-	-	105	The IT Branch supports the future direction of public transportation through the SmartBus and SmartFare projects, enabling a future-focused transit ridership
<b>Public Engagement</b>	IT based infrastructure and systems are reliable and sustainable.	Increase in number of datasets available on Open Data Catalogue data.edmonton.ca - # total datasets	403	625	750	875	IT supports emerging and innovative technologies which enable new channels for engagement between citizens and the City. Maintenance and systems support of Citizen Dashboard, powered by the Open Data Catalogue

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			2014 / Baseline	2016	2017	2018	
CLT Focus Areas							
<b>Corporate Oversight - Corporate Accountability</b>	IT based infrastructure and systems are reliable and sustainable.	Network availability > 99.95%; Network performance measures.	>99.95	Maintain 99.95	Maintain 99.95	Maintain 99.95	<ul style="list-style-type: none"> <li>Ensure bandwidth meets demand</li> </ul>
<b>Administrative Governance - Developing Capacity</b>	IT based infrastructure and systems are reliable and sustainable.	Reduction in total images printed resultant of Follow You Printing and Cloud Printing - % of total images printed	N/A	15% Reduction	10% Reduction	10% Reduction	The IT Branch is aligned to the evolution of technology and service innovations which meet the technology needs of the organization, supporting a revitalization of infrastructure that provides resiliency and the move to Cloud based infrastructures.
<b>Corporate Oversight - Performance of Operation</b>	IT acts as a trusted partner and advisor in the delivery of Department and Branch goods and services	Standing Dashboard report for GM / CLT review  Create Performance Baselines relevant to Goals					The IT Branch maintains ongoing support and maintenance of the technology foundations of the public-facing Citizen Dashboard. Internally, the IT Branch provides regular IT related corporate oversight reporting to clients; increasing awareness and accountability around IT services and supporting efficient and effective decision making.
<b>External Interface</b>	IT acts as a trusted partner and advisor in the delivery of Department and Branch goods and services	Relationship with EEDC remains strong					The IT Branch maintains external relationships with people and partners in the areas of its specialty; specifically, the IT Branch interacts with the Edmonton Economic Development Corporation (EEDC) through the Open City: Open Lab initiative and the Mobile Centre of Excellence.

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			2014 / Baseline	2016	2017	2018	
Conditions of Success							
<b>Enabling infrastructure</b>	IT based infrastructure and systems are reliable and sustainable	Availability of technology infrastructure - % of time  Network outages per month - #	>99.95  <1 outage/month	>99.95  <1 outage/month	>99.95  <1 outage/month	>99.95  <1 outage/month	<ul style="list-style-type: none"> <li>Disaster Recovery Planning (DRP) Rejuvenation</li> <li>Corporate Data Warehouse</li> <li>Virtual Data Centre</li> </ul>
<b>Core service delivery</b>	The IT Branch operates as a well managed organization	IT costs as a % of municipal cost - \$000	2.28	2.06	2.06	2.06	<ul style="list-style-type: none"> <li>Simplified IT Governance</li> <li>IT Capital Roadmap</li> <li>Automated Employee Onboarding</li> <li>Hangouts Implementation</li> </ul>
	IT acts as a trusted partner and advisor in the delivery of Department and Branch goods and services	Number of Remedy incident tickets resolved on first call - % total Remedy incident tickets  Overall IT Branch Employee Engagement and Diversity Survey staff workplace satisfaction - % total survey respondents  Number of Remedy incident tickets reopened - % of total Remedy incident tickets	30.5%  60.6%  <baseline>	40%  63%  TBD*	50%  65.6%  TBD*	60%  -  TBD*	<ul style="list-style-type: none"> <li>Development of an IT service catalog (including cost of service)</li> <li>Development of Service Level Agreements with each Department</li> <li>Development of Departmental IT dashboards with meaningful client centric metrics and performance measures</li> <li>Development of Departmental IT Scorecard to highlight how IT is supporting the strategic objectives of each Department</li> </ul>

TBD\* - Tracking to begin in 2015; baselines set in Q4 2015; Measures to begin in 2016.

Law

CORPORATE SERVICES

Branch Manager:  
Anne Jarman

# 2016-2018 Business Plan

The logo for the Edmonton branch, featuring the word "Edmonton" in white text on a blue square background.

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## Message from the Manager

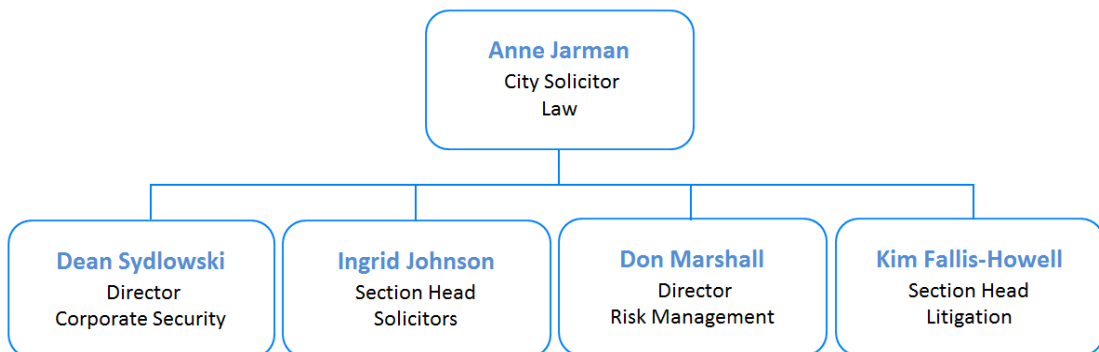
**“With a strong alignment to Council’s strategic objectives, we ensure that the City’s interests are protected and that employees and citizens are safe as they access municipal facilities and services.”**

Highlighted throughout the 2016-2018 Law Branch Business Plan is a commitment to providing excellent advice and service to clients. Like other branches within Corporate Services, the Law Branch continues to support the core business, projects, and initiatives led by other areas of the City of Edmonton. This model keeps client satisfaction at the heart of our work, whether we are supporting the greater good through expropriations, keeping the needs of citizens in mind through Risk Management and Corporate Security, or continuing to build relationships and processes that support the One City approach. Our Law Branch staff are highly engaged in providing the best support possible through expertise, creativity, and a positive manner.

A focus throughout 2016-2018 will be to modernize the operations of the Branch. With initiatives such as empowering clients to engage in forms of self-service and leveraging technology to support more efficient service, the Law Branch will continue to meet the needs of its clients in new and exciting ways.

Together with our clients, we look forward to continuing to build a great city.

Anne Jarman, City Solicitor



## Our Branch

The 2016-2018 Law Branch Business Plan highlights how we leverage close working relationships with clients, knowledge of the City's organization and operations, and expertise in municipal law, risk management and security to provide valued advice and support throughout the organization. Innovating our core business is essential in providing the excellent service and support needed to enable success in the City's many projects, initiatives, and day to day operations.

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

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

Success for the Law Branch is achieved when we have a client satisfaction rate and an employee engagement rate of over 75%.

*\*Please see Branch Structure & Programs for more information.*






FOCUS AREAS	OUTCOMES	METRIC CATEGORY
Building Capacity and Enabling Success	The Law Branch is an essential partner in clients' success.	Effectiveness measures (e.g., client satisfaction)
Core Service Delivery	City operations are safe for the public and employees.  Legal risks are managed.	Efficiency/ Productivity measures.
Facilitating and Cultivating Innovation	Law Branch operations reflect both innovative and modern best practices.	Innovation and improvement measures (e.g., service improvements, potential cost savings, adoption of new business models)

## Contribution to the City's Vision

### THE WAY AHEAD

The Law Branch plays a key supporting role in the following initiatives as part of the Ways Implementation Plan:



<p><b>THE WAY WE GROW -</b> <b>EDMONTON IS ATTRACTIVE AND COMPACT</b></p> 	<p>In order to achieve a clean and attractive city, the Law Branch provides enforcement advice and bylaw prosecutions for graffiti, littering, dumping, property clean-up, and unauthorized tree cutting.</p>
<p><b>THE WAY WE MOVE -</b> <b>EDMONTONIANS USE PUBLIC TRANSIT AND ACTIVE MODES OF TRANSPORTATION</b></p> 	<p>The Law Branch is supporting the <i>LRT Planning</i> tactic by assembling the land and ensuring that the City's risks are managed in the P3 agreement, led by Transportation Planning.</p>
<p><b>THE WAY WE LIVE -</b> <b>EDMONTON IS A SAFE CITY</b></p> 	<p>The Law Branch enables a safer city for the public and staff through supporting clients with security and risk management recommendations and advice.</p>
<p><b>CONDITIONS OF SUCCESS -</b> <b>SOUND MANAGEMENT PRACTICES</b></p>	<p>With sound management practices and processes, service delivery is made more effective through ongoing assessment and enhancement of operations. The Law Branch makes specific and direct contributions through support to projects such as the 2017 Civic election, Blatchford Redevelopment, and Edmonton Civic Tower.</p>

The Law Branch supports Council Initiatives by supporting the corporate areas that are charged with leading this work



### COUNCIL INITIATIVES

Council Initiatives include a number of key priority projects for the City of Edmonton. The Law Branch supports all of these projects through day-to-day operations, supporting the corporate areas that are charged with leading this work.

### CORPORATE LEADERSHIP TEAM - STRATEGIC FOCUS AREAS

To support the City's *Vision* and Council Priorities, the Corporate Leadership Team has developed strategic focus areas to ensure that the organization has the operational capacity to deliver on the projects, initiatives and tactics that support the objectives. The Law Branch provides expertise and support for the following transformative Major Initiatives:

<p><b>CORPORATE OVERSIGHT: PERFORMANCE OF THE ORGANIZATION</b></p>	<p>The Law Branch provides information through reporting to support good and informed decision making across the corporation.</p>
<p><b>MAJOR INITIATIVES</b></p>	<p>A key member of many projects, the Law Branch advises and guides clients in the formation and delivery of corporate programs, including: Blatchford, The Quarters, and Rossdale Redevelopments LRT expansion Downtown Arena Edmonton Civic Tower Annexations Municipal Government Act review Big City Charter Galleria/Downtown CRL projects Municipal Land Development Corporation</p>

## BRANCH INITIATIVES

### BUILDING CAPACITY AND ENABLING SUCCESS

*The Law Branch is an essential partner in clients' success.*

The Law Branch primarily supports the core business, projects, and initiatives of clients throughout the City of Edmonton. Of utmost importance is the ability to facilitate the vision and direction held by clients with the best service possible. Continuing to modernize approach, tools, and infrastructure ensures that this service will meet needs in an ever changing industry.

#### Highlight Projects

- Legal document production and records keeping is key to the success of the litigation process. By leveraging new technology (Eclipse), the Law Branch continues to enable a more efficient litigation process, saving time and resources for clients and legal services staff.
- While our expertise should always be sought in high risk scenarios and projects, there are numerous occasions where clients may be able to independently assess risk, access standard wording, and find answers to commonly asked questions. To this end, the Law Branch will put in place a number of resources and supports to enable clients to perform low risk work independently.
- Training and support will be offered to Law Branch staff on Google platform tools to increase ease of collaboration, develop skill sets, and streamline processes. While primarily of internal benefit, this initiative will reduce time spent managing administration and enable staff to provide better service to clients.
- In order to realign the clerical work being done at various levels of the Branch, an organizational review of structure and positions will result in ensuring that work is being done by the appropriate staff person. This will allow the Branch to modernize its work and support clients more efficiently. This review is queued by a need for additional administrative staff.
  - (Requires additional resources)



The Law Branch provides legal expertise and support for major initiatives, and provides legal advice and direction for daily operations

## CORE SERVICE DELIVERY

*Legal risks are managed.*

By managing legal risks, the Law Branch is able to advance and protect the City's interests and enable success in the business of other areas.



### Highlight Projects

- Provide legal expertise and support for major initiatives, ensuring that appropriate advice is provided to clients while enabling their project goals. In the case of the Downtown Arena project, support has included land assembly, legal advice on financing, construction, and ultimate operation of the Arena, review of contracts for risk/insurance issues, and security planning.
- Represent the interests of the City in matters of litigation, including areas such as expropriations, tax and assessment, bylaw enforcement, and human resources.
- Develop a corporate course of construction insurance policy to help promote efficiency and affordability in the construction insurance process. Currently, contractors procure insurance to protect parties during the course of construction. Insurance procured by the City for City projects would allow us to avoid costly surcharges applied by contractors and have better control of the type of insurance coverage we need.
- Work with the Insurance Bureau of Canada to make sure that homeowners' insurance is available and affordable to citizens impacted by flood, helping to protect citizens in critical situations.

*City operations are safe for citizens and employees.*

Safety is a topic at the forefront of many peoples' minds - in particular, those in the Law Branch. Ensuring that events, facilities, and day to day operations of the City are safe allows for the work of other areas to be successful and enjoyed by citizens and employees alike.

#### Highlight Projects

- Proactively planning and providing advice to clients in order to reducing the frequency and severity of security incidents at City of Edmonton facilities.
- The safety of the City of Edmonton community is of vital importance. To this end, the implementation of Active Intruder Training will ensure that employees are aware of best safety practices in the event that this rare situation arises.
- Due to the increased use and availability of aerial drones within the municipality, a formalized corporate policy will be created to mitigate risk and provide guidance to the public.
- Provide risk analysis services for City recreational facilities to ensure that activities and facilities are safe for citizens.



#### INNOVATIVE PROCESSES

"The past two years have seen significant decrease in the rate of alarms triggered by human error, thanks to a new process put in place by our Corporate Security team. This initiative included motivating facility managers to raise awareness and educate employees about nuisance alarms and instituting deterrents for triggering alarms. The One-City approach initiated between Corporate Security, City Electricians, and facility management has led to increased awareness, added safety and security for City facilities, accountability, and reduction in alarm fees."



The Law Branch provides legal expertise and support for major initiatives, and provides legal advice and direction for daily operations

## BUILDING A GREAT CITY

### FACILITATING AND CULTIVATING INNOVATION

Working together with colleagues throughout the City, the Law Branch will work towards streamlining and developing operations that reflect innovative and modern best practices. The Law Branch facilitates and cultivates innovation in the following ways:

<p><b>STREAMLINE CLAIMS PROCESS WITH 311 (2016)</b></p>	<p>Service Improvement-Partnering with Customer Information Services to develop a claim process which will allow for 311 staff to take claims from citizens on a real time basis. This allows for excellent public customer service and reduces the administrative requirements of the current process.</p>
<p><b>IMPLEMENT A WEB-BASED INCIDENT MANAGEMENT MECHANISM (2016)</b></p>	<p>Service Improvement/Potential Cost Savings - Implement a web based incident reporting mechanism that can be used for claims and incidents in multiple client areas.</p>
<p><b>IMPLEMENT ONLINE CLIENT TOOLS AND FAQS (2017)</b></p>	<p>Service Improvement - Provide resources and training to clients to complete low risk work independently. This includes developing and making available online resources such as “Standard Form” agreements and FAQs.</p>
<p><b>ADOPT ANALYTICS APPROACH TO REVIEW AND INTERPRET DOCUMENTS (2017)</b></p>	<p>Potential Cost Savings - Receive documents directly from client departments and through the analytics tool, cull and remove duplicates and reduce the amount of email chains within our paper and electronic files. Will be used for document production in lawsuits and potentially for FOIP requests.</p>
<p><b>ATTACH ACCESS CLEARANCE TO THE ON-BOARDING PROCESS (2017)</b></p>	<p>Service Improvement - Develop process in which an online card access request form is provided to clients, resulting in an automatically populated POSSE job. Additionally, job titles will be connected to access clearances, improving the onboarding process.</p>



<p>IMPLEMENT TRANSIT COMPUTER AIDED DISPATCH (CAD) IN THE CITY HALL MONITOR ROOM (2016)</p>	<p>Service Improvement - Partner with Edmonton Transit security to have CAD in the City Hall Monitor Room. Will provide real time information on location of the downtown peace officers to improve incident response time.</p>
<p>IMPLEMENT UNDERWATER CAMERA SYSTEM WITH SUBMERSION DETECTORS (2016)</p>	<p>Service Improvement - The Law Branch will be putting in place a number of initiatives in order to address the number of incidents in City pool facilities, including underwater cameras will be implemented that feature a split screen to provide lifeguards with a real time view. This will lead to more readily identifying swimmers who are having difficulties.</p>
<p>IMPLEMENT AUTOMATED SECURITY PLANNING TOOL (2017)</p>	<p>Service Improvement/Potential Cost Savings - Corporate Security provides significant support when events are being planned for Churchill Square. Identifying, developing, and implementing an automated security planning tool will create efficiencies and consistency, and reduce the amount of staff time devoted to planning for low-risk events.</p>



Law Branch employees know the City's organization, and are experts in municipal law, risk management and security

## CYBER RISK MANAGEMENT

“Cyber attacks on large corporations have become increasingly frequent. Given the amount of personal and financial data housed within the City's data repositories, the Law Branch undertook a review of the Corporation's cyber risk profile.

As a result, a corporation-wide cyber insurance policy has been procured to provide financing to help identify and remove intrusions, resurrect lost data, notify citizens who had personal information compromised, and provide indemnity should the City be sued as a result of the breach. The insurer will also provide in house expertise to help protect the City from similar issues in the future.”

## LAW CULTURE ACTION PLAN

The Law Branch is dedicated to and passionate about public service. High levels of professionalism, integrity and ethical behavior characterize relationships, both internally and externally. Collaboration and teamwork are valued through a shared corporate vision and common goals. To be successful, our organization needs engaged employees, effective leadership, collaborative workplaces, high performance and a citizen-centric focus.

### Areas of Focus

(based on results from the Employee Engagement and Diversity Survey)

- "I see a clear linkage between my work and the City's long-term vision"
- "I have trust and confidence in my Department's leadership team's ability to achieve the City's goals"
- "In the last six months, my immediate supervisor has talked to me formally about my performance"
- "In my Branch, information is widely shared so that everyone can get the information when it's needed."
- "My career aspirations can be achieved at the City."

### Actions to be Taken

- Branch and Department Strategic Coordinators to work together to create and deliver presentations on linkage between day-to-day Branch operations and The Ways Implementation Plans.
- Implement Strategic Coordinator position to support awareness and engagement of Branch work with City's vision.
- Develop and implement Branch communications plan to effectively share information.
- Engage employees in creating plan to better support development toward career aspirations.
- Engage employees in developing and implementing specialized Culture sub-plans for each section.

Measures (% favourable survey response)	2012 (Actual)	2014 (Actual)	2016 (Target)
Overall Engagement	73.4	74.7	Maintain
Overall Culture	76.7	80.3	Maintain
Overall Workplace	77.4	80.6	Maintain
Overall Immediate Supervisor	82.6	86.5	Maintain

## Risk Identification and Emerging Opportunities

### RISK IDENTIFICATION

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Service demands based on unpredictable events.	3	3	Planning is put in place to ensure appropriate responses and actions are taken when unpredictable events occur.	Branch Manager
Increased likelihood of security threats.	3	4	Develop and implement Active Intruder training and threat escalation protocol in City Hall. Complete security audits on facilities.	Corporate Security
Impact of climate change on the Corporation's risk financing and citizen property loss.	3	3	Continually work towards securing the best insurance terms possible for the Corporation given the effects of climate change. Continue to work with the Insurance Bureau of Canada to make sure that citizens can procure affordable Homeowners' insurance.	Risk Management

### EMERGING OPPORTUNITIES

1. **Annexation:** As Edmonton continues to look for room to grow, the Law Branch will be involved in providing legal advice and representation in annexation applications the City may pursue and in responding to annexation applications brought by surrounding municipalities.
2. **Big City Charter:** We have a unique opportunity to participate in the co-creation of a Big City Charter, in partnership with Government of Alberta and City of Calgary. The Law Branch will provide legal advice to City Council as they consider the opportunity to pass "made in Edmonton" legislative provisions.
3. **Increasing security threats in Canada:** will have citizens and employees looking for reassurance that our City facilities and events are safe. Corporate Security will provide security support to clients to ensure that city facilities remain safe.

4. **Civic Events:** The planned increase in the number and complexity of civic events in and out of Churchill Square will require additional security advice. In addition, the rise in number of unplanned events (protests/rallies) presents a resource challenge.
5. **Technology:** Alternative business structures and technology are becoming more prevalent in today's law firm. While keeping current on the practices within the City of Edmonton is important, the Law Branch must look externally to law firms to identify how they are operating and integrate these practices and tools in core business.

## Branch Structure and Programs

The following table identifies the Branch Programs and the functions within the Programs:

Legal Services	Risk Management	Corporate Security
Provide legal advice and interpret legislation	Procure Insurance	Security Investigations and Penetration Testing
Draft/review contracts, bylaws, policies/directives/procedures	Adjudicate Claims	Physical Security Design
Bring and defend lawsuits on behalf of the City	Risk Reviews	Guard Contract Administration
Represent the City before various tribunals	Track Financial Guarantees	VIP Executive Protection
Prosecute bylaws	Risk Control Inspections	Security Audits and security Awareness Training

### Program 1: Legal Services

Legal Services in the Law Branch is comprised of two sections: Solicitors and Litigation.

The *Solicitors Section* provides legal advice to safeguard the City's legal interests and financial position. The solicitors work closely with their client contacts in the City administration to provide expertise in municipal law and governance. These lawyers, together with their support staff, play a major role in the transformative major initiatives the City is undertaking.

The *Litigation Section* represents the City before courts and other tribunals to safeguard the City's legal interests and financial position. These lawyers and their support staff handle bylaw prosecutions, employment disputes, tax and assessment hearings, expropriation proceedings, and civil litigation.

## SERVICE STANDARDS

In order to protect the interests of the City and advance its vision and goals, the Litigation Section pursues fair processes that pay out appropriate amounts claimed against the City, resolve lawsuits within established reserves, and maintain a high conviction rate on bylaw prosecutions. The solicitors seek to provide their advice in a timely manner, communicating in a way that is clear and useful to their client contacts.

## BUSINESS / COST DRIVERS

- Complexity and number of City projects.

## Program 2: Risk Management

Risk Management provides insurance for the City as a whole and project specific insurance as required. It undertakes risk analysis reviews and risk control inspections of City facilities to enable clients to achieve business objectives. Claims adjusters investigate and resolve claims made by and against the City before they go to litigation. Our Risk Management staff take on specific areas of support such as working with the Insurance Bureau of Canada to ensure that Homeowners' insurance is available and affordable to citizens impacted by floods.



## SERVICE STANDARDS

Risk Management assists client areas with risk analysis to help achieve their business goals in a timely manner with the best risk advice available. Claims are adjudicated equitably and insurance needs are evaluated annually with insurance procured that is effective from a cost and coverage perspective. Other standards include the number of cases settled without proceeding to litigation and the adoption of risk control inspection recommendations.

## BUSINESS / COST DRIVERS

- Complexity and number of City projects and events.
- Availability and affordability of insurance in the market.
- Number of claims - influenced by numerous factors including City's maintenance program and severe weather events.

## Program 3: Corporate Security

Enjoying the safety and security of person, place, and community is an objective identified in *The Way We Live*. Corporate Security supports this objective by conducting investigations, providing security awareness training, performing security audits, conducting security penetration testing, reviewing physical security designs and providing special event security planning.

### SERVICE STANDARDS

Corporate Security aims to reduce the number of security incidents, including alarms. They seek to reach an ever increasing number of employees with their security awareness training and have a high percentage of their security audit recommendations adopted.

## BUSINESS / COST DRIVERS

- Number of facilities and employees to protect.
- Number of special events to secure.
- Demand for contracted guard services.
- Changes in policies that require Corporate Security involvement.



## Planned Changes 2016 - 2018 Financial Impact

The following Branch Summary Table includes the planned changes, as summarized on the following pages, to deliver the services described in the Business Plan.

### Law

#### 2016-2018 Plan - Branch Summary

(\$000)	2015 Budget	2016 Plan	2017 Plan	2018 Plan
<b>Revenue &amp; Transfers</b>				
User Fees, Fines, and Permits	-	-	-	-
Grants	-	-	-	-
Transfer from Reserves	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	-	-	-	-
<b>Expenditure &amp; Transfers</b>				
Personnel	11,500	12,000	12,300	12,600
Non-Personnel	3,100	3,100	3,100	3,200
Intra-municipal Recoveries	(4,000)	(4,000)	(4,000)	(4,100)
<b>Total Expenditure &amp; Transfers</b>	\$10,600	\$11,100	\$11,400	\$11,700
<b>Net Operating Requirement</b>	<b>\$10,600</b>	<b>\$11,100</b>	<b>\$11,400</b>	<b>\$11,700</b>
<b>Full-time Equivalents</b>	94.0	94.0	94.0	94.0

## **CHANGES TO MAINTAIN CURRENT SERVICE LEVELS**

### **Personnel Inflation**

*Personnel inflation includes settlements of union contracts, benefit adjustments, and step/merit increases.*

### **Contract Costs**

*Increase in Securiguard contract to provide security services to various departments. (\$25,000)*

### **Computing and Materials**

*Increase to address historic shortfall in funds which could not be realized from other cost categories due to tight annual variances. (\$78,000)*

### **Intra-Municipal Recoveries**

*Inflationary increases of Shared Service recoveries from Utilities and Enterprises.*



# Appendix

## APPENDIX I - SUMMARY ALIGNMENT OF OUTCOMES & PERFORMANCE MEASURES

The following table is a summary of how the work of the Branch aligns to a Corporate Outcome and/or to a Corporate Leadership Team (CLT) Strategic Focus Area as well as the associated performance measures. The performance measures are intended to provide a summary of the measures that the Branch is currently monitoring and are identified throughout this business plan.

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			Baseline	2016	2017	2018	
The Way Ahead							
<b>Edmonton is attractive and compact</b>	Legal risks are managed.	% of Perception Survey respondents who are satisfied or very satisfied that Edmonton is a well-designed, attractive city.	-	-	-	55.0%	<ul style="list-style-type: none"> <li>● Bylaw prosecutions for graffiti, littering, dumping and unauthorized tree cutting</li> <li>● Attend court for property clean up orders for untidy and unsightly properties.</li> </ul>
<b>Edmontonians use public transit and active modes of transportation</b>	The Law Branch is an essential partner in clients' success.	Annual total transit ridership / population	-	-	-	105 rides	<ul style="list-style-type: none"> <li>● Land assembly and Development of P3 documentation for the Valley Line P3 project</li> </ul>
<b>Edmonton is a safe city</b>	City operations are safe for the public and employees.	% of Perception Survey respondents who agree Edmonton is a safe city	-	68.0%	68.0%	68.0%	<ul style="list-style-type: none"> <li>● Risk Inspections and Security Audits for City Facilities on a regular cycle</li> <li>● CAD System in the City Hall Monitoring Centre</li> <li>● Implement Active Intruder Training</li> <li>● Legal advice on the Brownfield Remediation and Redevelopment Grant Program to facilitate cleanup/redevelopment of contaminated land</li> </ul>

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			Baseline	2016	2017	2018	
CLT Focus Areas							
<b>Corporate Oversight</b>	<p>Legal Risks are managed.</p> <p>Law Branch operations reflect both innovative and modern best practices.</p>	<p>% of lawsuits resolved in favour of the City within settlement range.</p> <p>Claims settled without proceeding to litigation.</p> <p>Internal Legal cost per \$1,000 of Capital and Operating expenditures.</p> <p>Reduction of Security Incidents including Alarms (#)</p>	<p>&gt; 85.0%</p> <p>&gt; 95.0%</p> <p>&lt; median OMBI<sup>1</sup></p> <p>8431</p>	<p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Reduce</p>	<p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Reduce</p>	<p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Reduce</p>	<ul style="list-style-type: none"> <li>● Streamline processing of claims</li> <li>● Streamline reporting of incidents</li> <li>● Provide clients with tools to complete low-risk tasks independently</li> <li>● Ensure work is being done at the right level within the Law Branch</li> <li>● Enhance card access</li> <li>● Use analytics / software to interpret documents</li> </ul>
<b>Major Initiatives</b>	The Law Branch is an essential partner in clients' success.	Client Satisfaction.	>75.0%	Maintain	Maintain	Maintain	<ul style="list-style-type: none"> <li>● Downtown Arena</li> <li>● LRT expansion</li> <li>● Edmonton Civic Tower</li> <li>● Blatchford Redevelopment</li> <li>● Rosedale Redevelopment</li> <li>● Big City Charter</li> <li>● MGA review</li> <li>● Annexation</li> </ul>

<sup>1</sup> Ontario Municipal Benchmarking Initiative

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			Baseline	2016	2017	2018	
Conditions of Success							
<b>Building Capacity and Enabling Success</b>	<p>Legal risks are managed.</p> <p>City operations are safe for the public and employees.</p>	<p>Client Satisfaction.</p> <p>Citizen injury claims in recreation facilities (#).</p> <p>Risk Control recommendations adopted.</p> <p>Security Audit recommendations adopted.</p>	<p>&gt;75.0%</p> <p>32</p> <p>&gt;75.0%</p> <p>&gt;75.0%</p>	<p>Maintain</p> <p>Reduce</p> <p>Maintain</p> <p>Maintain</p>	<p>Maintain</p> <p>Reduce</p> <p>Maintain</p> <p>Maintain</p>	<p>Maintain</p> <p>Reduce</p> <p>Maintain</p> <p>Maintain</p>	<ul style="list-style-type: none"> <li>● Risk Inspections and Security Audits for City Facilities on a regular cycle</li> <li>● Partner with Community Services in implementing underwater camera and detection systems for submersions in swimming pools</li> </ul>
<b>Core Service Delivery</b>	<p>The Law Branch is an essential partner in clients' success.</p> <p>Legal risks are managed.</p>	<p>Client Satisfaction.</p> <p>Amount of claim paid in Statements of Claim served on City.</p> <p>Lawsuits resolved in favor of the City or within settlement range.</p> <p>Insurance premium as percentage of total assets.</p> <p>Claims settled without proceeding to Litigation.</p> <p>Conviction rate on Bylaw prosecutions.</p> <p>City employees having received Active Intruder Alert training (#).</p>	<p>&gt;75.0%</p> <p>&lt; 10.0%</p> <p>&gt;85.0%</p> <p>&lt; 0.5%</p> <p>&gt;95.0%</p> <p>&gt;90.0%</p> <p>650</p>	<p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Increase</p>	<p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Increase</p>	<p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Maintain</p> <p>Increase</p>	<ul style="list-style-type: none"> <li>● Legal representation and risk management advice for major City initiatives and municipal operations</li> <li>● Land assembly, legal representation and risk management advice for major City initiatives</li> <li>● Legal representation in lawsuits and other legal actions</li> <li>● Legal review and drafting of contracts and bylaws</li> <li>● Legal advice and interpretation of legislation</li> <li>● Adjusting claims</li> <li>● Purchasing insurance</li> <li>● Develop a corporate course of construction insurance program</li> </ul>

Office of the City Clerk

CORPORATE SERVICES

Branch Manager:  
Alayne Sinclair

# 2016-2018 Business Plan



*Public Hearing  
by  
Jennie Vegt*

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## Message from the Manager



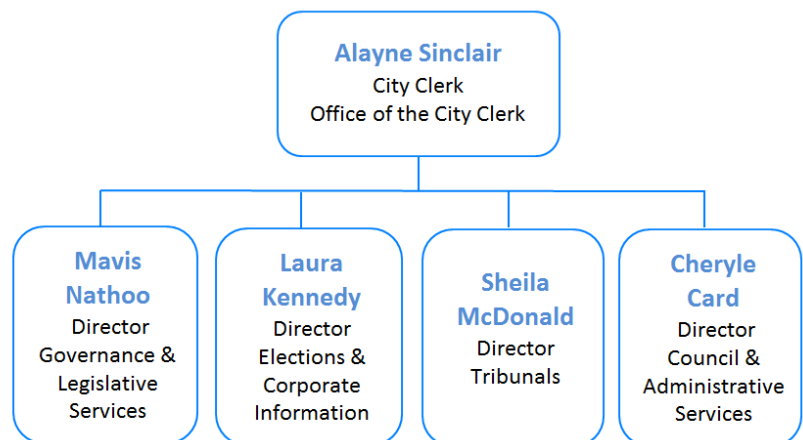
**“ ...the next three years call for continued modernization in our approach to our operations.”**

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

In looking ahead, the next three years call for continued modernization in our approach to our core business operations. During this timeframe we will be conducting two civic censuses and a municipal election.

We support a well-managed City by meeting legislative requirements and enabling City staff to meet their reporting commitments to Council through effective processes. This is accomplished with an engaged team of employees who draw from a collective wisdom based on sound legislative processes, experience and dedication to customer service. I am proud of the professionalism of our staff members and their commitment to meeting the needs of our diverse publics. *We are one city. We are proud to serve the public.*

Alayne Sinclair, City Clerk



## Our Branch

The Office of the City Clerk is legislated to provide a variety of civic services, and must comply with and meet legislative requirements 100 per cent of the time. These services include conducting the election and census, governance and secretariat support for Council and Committee meetings and tribunals, access to information and protection of privacy, maintenance of records, administrative support and financial services to elected officials. The foundation of democratic societies, these services and their delivery strategically align with corporate objectives.

Citizens play a key role in building strong local governments. From providing input at meetings of Council to voting in a municipal election, citizens participate in civic affairs. The 2014 census reported a population of 877,926, an increase of 60,428 over the 2012 census. With this comes growing expectations for more participation, timely access to information, and transparency in operations. In turn, a positive citizen experience must be foremost in how services and processes are designed and delivered.



Initiatives include investment in meaningful learning experiences for citizens and corporate staff, optimizing technology to modernize business models that drive efficiency and effectiveness, continued legislative compliance, and records management practices that include a paper-reduction strategy are essential to Branch operations. In addition to these major initiatives, the Branch will continue to provide the following core services:

- Governance support to elected officials and procedural advice to administration
- Support some 60 civic agencies, boards and commissions
- Operate three civic tribunals
- Conduct a municipal election every four years and a civic census every two years
- Support corporate records management systems
- Maintain and protect the official corporate record of the municipality
- Facilitate access to information, as corporate FOIP lead
- Support management and operations of the Office of the Mayor and Office of the Councillors

FOCUS AREAS	OUTCOMES	METRIC CATEGORY
Building capacity and enabling success	Increased capacity for client groups to be more informed on governance processes	Efficiency/ Productivity measures
Core service delivery	Modernized processes, reduce barriers to citizen participation in civic affairs, and facilitate open and transparent government and decision making	Effectiveness measures (e.g., service levels, client satisfaction)
Facilitating and cultivating innovation	Technology has enhanced Branch operations to effectively support City administration and facilitate citizen engagement in civic affairs	Innovation and modernization measures (e.g., service improvements, cost savings, adoption of new business models)

## Contribution to the City's Vision

### THE WAY AHEAD

The Office of the City Clerk plays a pivotal role in the City's capacity to advance *The Way Ahead* by supporting excellence in the City's operational environment as part of the Conditions of Success. The Branch makes specific and direct contributions through the effective stewardship of municipal governance, and the corporate records and *Freedom of Information and Protection of Privacy* (FOIP) programs.



#### THE WAY WE LIVE - EDMONTONIANS ARE CONNECTED TO THE CITY IN WHICH THEY LIVE, WORK AND PLAY



*The Way We Live* further defines how the Branch contributes to a liveable city by promoting innovative methods to reduce barriers to participation and engage citizens in local government by providing:

- access to municipal political leaders and the civic administration
- opportunities to participate on boards and agencies that advise City Council and administration

#### CONDITIONS OF SUCCESS - ADVANCE SOUND MANAGEMENT PRACTICES AND PROCESSES

The Branch provides effective service delivery through ongoing assessment and enhancement of operations to serve its client groups (Council, citizens and administration).



## COUNCIL INITIATIVES

Council Initiatives include a number of key projects for the City of Edmonton. The Branch contributes to these projects through day-to-day operations by supporting the corporate areas which are charged with leading this work. Specifically, the Branch improves process related to public engagement (City Hall Academy and seniors' voting), supports the arts through the *Art of Living*, and promotes women's initiatives by administering the *Opening the Potential Mentoring for Women* program.



## CORPORATE LEADERSHIP TEAM - STRATEGIC FOCUS AREAS

To support the City's *Vision* and Council Priorities, the Corporate Leadership Team has developed strategic focus areas to ensure that the organization has the operational capacity to deliver on the projects, initiatives and tactics that support the focus areas. The following is a sample of the initiatives the Branch supports.

<b>CITY COUNCIL INTERFACE</b>	Through the agenda and report optimization initiative, provide more effective processes and workflow for the presentation of timely information to Council. Enhance civic governance training for citizens, staff and board members.
<b>CORPORATE OVERSIGHT - PERFORMANCE OF ORGANIZATION</b>	Provide regular Branch-related data and performance measures to assist in decision-making, and increase awareness and accountability of core operations.
<b>MAJOR CITY INITIATIVES</b>	Participate in the development of the Big City Charter and other legislation reviews, ensuring the City's position is reflected and the City is prepared to respond to changes.

As part of Council's *Art of Living* Initiative, in partnership with Edmonton Arts Council, the Branch hosted an artist-in-residence in 2014/15. Jennie Vegt collaborated with staff on art projects, interacted with City Hall School grade six students, and produced work in the public spaces of City Hall, all of which led to a greater appreciation of both the arts and a unique perspective of the work of the Office of the City Clerk.



## BRANCH INITIATIVES

### BUILDING CAPACITY AND ENABLING SUCCESS

*Increased capacity for client groups to be more informed and engaged on governance processes from a One City approach*

Innovative civic governance learning opportunities will aid Council in its decision-making role and build staff capacity to better understand governance processes.



### Highlight Projects

#### Training Initiatives:

Ensuring that Councillors and staff have a strong understanding of governance and legislative processes strengthens the decision making processes.

- Develop alternatives to traditional classroom training by designing self service learning tools and toolkits
- Enhance current classroom training and learning materials to accommodate different learning styles and changing workforce and community needs
- Develop training for
  - Staff supporting civic agency and tribunal boards
  - Council and staff on Council orientation
  - Staff on FOIP and records management
  - Staff on governance and report writing
  - Staff and temporary workers on elections and census

#### Records Management Initiatives:

A strong foundation for Open City through a robust corporate records that ensures information and data are open by default and private where appropriate.

- Conduct annual records cleanup and awareness campaigns
- Modernize records retention schedules
- Leading by example, demonstrate innovative paper reduction strategies through effective records management practices
- Reduce corporate reliance on paper in the governance processes through modernization and optimization of technology and processes
- Monitor utilization and evaluate expansion needs of the Corporate Records Centre
- Develop creative online messaging to remind and educate staff of records maintenance



## CORE SERVICE DELIVERY

*Modernized democratic processes reduce barriers to citizen participation in civic affairs, offer self-service options, and facilitate open and transparent government and decision making*

### Highlight Projects

#### Learning Initiatives:

Citizens expect effective and transparent processes, and the Branch is committed to reducing barriers and providing opportunities for citizen participation in civic affairs.

- Develop training opportunities, including self service, for civic agency and tribunal boards
- Provide learning opportunities for citizens and high school students on governance and meeting processes through City Hall Academy
- Collaborate with citizen groups on improving the voting experience

#### Technology Initiatives:

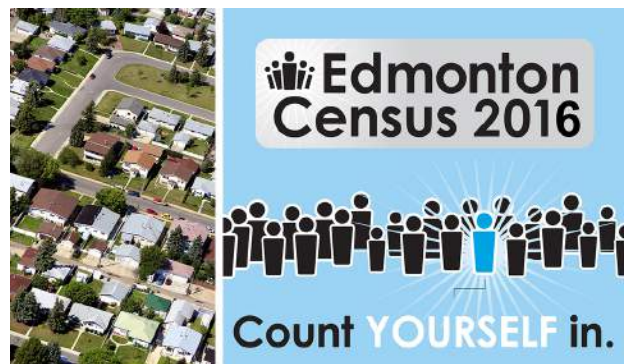
In order to meet the expectations of client groups, the Branch will continue to call on technology to modernize and support operations.

- Review technology in Council and Tribunal meeting rooms, including Chamber, River Valley Room, Heritage Room, and the emergency alternative meeting location at Elections office
- Streamline the approach to Council agenda and report optimization to maximize productivity, enhance collaboration and improve decision-making processes
- Develop technology automation for management of information within the Branch for the operations of civic agencies, bylaws, contracts, policies; then design and implement new processes and technologies
- Explore alternative technologies for census and municipal election

#### Democracy-based Initiatives:

The Branch is involved in legislative reviews and modernization of census and election processes to ensure they meet the governance needs of the municipality and effectively serve citizens

- Participate in the development and implementation of new or amended legislation (*Big City Charter, Municipal Government Act, Local Authorities Election Act, and Freedom of Information and Protection of Privacy Act*)
- Ensure any legislative changes reflect workable governance aspects, and that appropriate measures are taken in response
- Conduct the 2016 and 2018 civic census
- Conduct the 2017 municipal election
- Conduct a Ward Boundary review following the 2017 municipal election





## BUILDING A GREAT CITY

### FACILITATING AND CULTIVATING INNOVATION

*Technology has led to modernized Branch operations that effectively support City administration, are citizen-centric, and facilitate citizen engagement in civic affairs*

The Office of the City Clerk has a solid base of evolving processes and systems on which to build and improve. As the population grows, and with it the expectations of citizens, technology will increasingly be called upon to meet those expectations. Below are some of the continuous improvement opportunities the Branch is pursuing to serve its client groups.



### PAPERLESS COUNCIL AGENDA (2017)

Potential Cost Savings - Reduce corporate reliance on paper in governance processes through effective modernization and optimization of technology and processes.

### SETTING THE RECORD STRAIGHT (2018)

Better Utilization of Resources - A corporate-wide annual records awareness and cleanup campaign will be implemented, which will modernize records management activities, resulting in reduced corporate risk and demands for records storage.

<b>TRIBUNALS TECHNOLOGY (2016)</b>	Potential Cost Reduction - The online training and citizen self-assessment appeal tools will be launched for Tribunals. Meeting room technology will also be optimized to provide interactive paperless agendas and materials.
<b>ONLINE CIVIC CENSUS (2018)</b>	Potential Cost Reduction - A paperless census will be advanced for the 2016 census through the use of tablet devices for door-to-door census collection, together with the online option (introduced in 2014) for citizens to enter their own census data. For the 2018 census, promotion of the online component will be increased with the intent of phasing out of door-to-door collection in the future.
<b>CITY HALL INTERFACE (2017)</b>	Service Improvement - Existing educational materials will be utilized to expand and modernize governance training opportunities for citizens and staff. Opportunities for training include online modules and tools, interactive classrooms and off-site locations.

**CULTURE IN THE WORKPLACE**

*To be successful, our organization needs engaged employees, effective leadership, collaborative workplaces, high performance and a citizen-centric focus.*



The Branch is dedicated and passionate about public service. High levels of professionalism, integrity and ethical behaviour characterize relationships, both internally and externally. Collaboration and teamwork are valued through a shared corporate vision and common goals. The Branch strives for a vibrant organizational culture where employees feel appreciated, recognized and affirmed.

## OFFICE OF THE CITY CLERK CULTURE ACTION PLAN

The Office of the City Clerk is dedicated and passionate about public service. High levels of professionalism, integrity and ethical behavior characterize relationships, both internally and externally. Collaboration and teamwork are valued through a shared corporate vision and common goals.

<p><b>Areas of Focus</b></p> <p>(based on results from the Employee Engagement and Diversity Survey)</p>	<ul style="list-style-type: none"> <li>● I see a clear linkage between my work and the City's long-term vision</li> <li>● I have trust and confidence in my Department's leadership team's ability to achieve the City's goals</li> <li>● In the last six months, my immediate supervisor has talked to me formally about my performance</li> <li>● My career aspirations can be achieved at the City</li> <li>● Most of my work is rewarding</li> </ul>		
<p><b>Actions to be Taken</b></p>	<ul style="list-style-type: none"> <li>● Branch and Department Strategic Coordinators to work together to create and deliver presentations on linkages between day-to-day Branch operations and The Ways Implementation Plans</li> <li>● Conduct a talent review of all Branch staff</li> <li>● Review all Branch position descriptions</li> <li>● Ensure all Branch staff know of City job opportunities</li> <li>● Utilize job shadow, special projects, and cross-training</li> </ul>		
<p><b>Measures</b> (% favourable survey response)</p>	<p><b>2012</b> (Actual)</p>	<p><b>2014</b> (Actual)</p>	<p><b>2016</b> (Target)</p>
<ul style="list-style-type: none"> <li>● Overall Engagement</li> <li>● Overall Culture</li> <li>● Overall Workplace</li> <li>● Overall Immediate Supervisor</li> </ul>	<p>82.1</p> <p>79.4</p> <p>78.9</p> <p>83.1</p>	<p>74.7</p> <p>76.8</p> <p>77.4</p> <p>82.7</p>	<p>80%</p> <p>80%</p> <p>80%</p> <p>maintain</p>

# Risk Identification and Emerging Opportunities

## RISK IDENTIFICATION

The following table identifies the operational risks associated with the Branch. The Likelihood score is from 1-Rare to 5-Almost Certain. The Impact score is from 1-Minor to 5-Worst Case.

Risk Factor	Likelihood (1 to 5)	Impact (1 to 5)	Mitigation Strategy	Risk Owner
Knowledge drain due to changing workforce and internal staff movements	4	3	Funding identified to develop and deliver ongoing training	Branch Manager
Changes in legislation requiring realignment of models of governance structure with other orders of government	4	3	Participate in review of MGA, FOIP, Big City Charter and plan for appropriate response	Branch Manager

## EMERGING OPPORTUNITIES

Citizens expect seamless, timely and transparent access to information and services. With the emphasis on doing more with less, the Branch is challenged to modernize its operations and processes to respond to a growing population and changes in legislation. The following emerging issues may impact budget and resources during 2016-18:

Changes in legislation impacting the City’s governance structure and processes, and transition to reflect new governance models Adapting to the changing demographics and expectations of a growing population to provide for continued interaction with Council and democratic process (e.g., alternative voting methods)



## BRANCH STRUCTURE AND PROGRAMS

Governance	Elections and Census
Provide secretariat services and ensure all aspects of Council and Council Committee meetings, statutory Public Hearings and Tribunals are legally and fairly conducted	Conduct the municipal election
Manage the support, recruitment and training for some 60 civic agencies	Conduct the biennial civic census
Establish and maintain corporate records policies and procedures and operate the FOIP program	Validate legal petitions
Support the management and operations of the Office of the Mayor and 12 Councillors' offices	Conduct ward boundary reviews

### PROGRAM 1: GOVERNANCE

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



### SERVICE STANDARDS

The program builds public trust and confidence in local government. By making processes and information accessible, it creates meaningful citizen engagement opportunities. The Branch ensures the City meets its legislative requirements 100% of the time.

### BUSINESS / COST DRIVERS

- Numbers of Councillors, committees, agencies/boards, tribunal meetings, agendas, reports, speakers
- board recruitment, records, bylaws, contracts, requests for information,
- changes in economic conditions in the City (drives development and land assessments).



## PROGRAM 2: ELECTIONS AND CENSUS

This program conducts the local authorities elections in Edmonton, the municipal census every two years, and validates legal petitions made to the City. The goal of the program is to remove barriers for eligible voters, ensure that all residents of the city are located and counted, and that petition requirements are in compliance.



### SERVICE STANDARDS

As a cornerstone of democracy, citizens expect to vote in an election and be counted in a census. By ensuring potential barriers to participation are removed, at least 90% citizens report that they have opportunities to find out information about how to participate in voting in elections and census.

### BUSINESS / COST DRIVERS

- Population growth in the city, demographics, adoption of online technologies .

## Planned Changes 2016 - 2018

### Financial Impact

The following Branch Summary Table includes the planned changes, as summarized on the following pages, to deliver the services described in the Business Plan.

#### Office of the City Clerk 2016-2018 Plan - Branch Summary

(\$000)	2015 Budget	2016 Plan	2017 Plan	2018 Plan
<b>Revenue &amp; Transfers</b>				
User Fees, Fines, and Permits	700	700	700	700
Grants	-	-	-	-
Transfer from Reserves	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$700</b>	<b>\$700</b>	<b>\$700</b>	<b>\$700</b>
<b>Expenditure &amp; Transfers</b>				
Personnel	7,200	7,400	7,600	7,700
Non-Personnel	4,000	4,000	4,000	4,000
Intra-municipal Recoveries	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>\$11,200</b>	<b>\$11,400</b>	<b>\$11,600</b>	<b>\$11,700</b>
<b>Net Operating Requirement</b>	<b>\$10,500</b>	<b>\$10,700</b>	<b>\$10,900</b>	<b>\$11,000</b>
<b>Full-time Equivalents</b>	<b>70.1</b>	<b>70.1</b>	<b>70.1</b>	<b>70.1</b>

#### CHANGES TO MAINTAIN CURRENT SERVICE LEVELS

##### Personnel Inflation

*Personnel inflation includes settlements of union contracts, benefit adjustments, and step/merit increases.*

**APPENDIX I -SUMMARY ALIGNMENT OF OUTCOMES & PERFORMANCE MEASURES**

The following table is a summary of how the work of the Branch aligns to a Corporate Outcome and/or to a Corporate Leadership Team (CLT) Strategic Focus Area as well as the associated performance measures.

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			2014 / Baseline	2016	2017	2018	
The Way Ahead							
<b>Edmontonians are connected to the city in which they live, work and play</b>	Citizens are engaged in local government	% of citizens aware they can provide input into the city’s decision making process through various means	88%	88%	90%	90%	<ul style="list-style-type: none"> <li>Better manage information and processes, including meetings of Council, civic agency recruitment, corporate contracts, bylaws, City policies and official corporate records</li> <li>Provide more online services for citizens</li> <li>Provide citizens learning opportunities</li> <li>Provide more and varied ways for citizens to be aware of opportunities to engage</li> </ul>
		% of citizens who are aware of opportunities to engage in local government elections	90%	na	91%	na	
		% of Perception Survey respondents who report feeling connected to their community	48%		45%		
CLT Focus Area							
<b>City Council Interface</b>	Modernized processes facilitate open and transparent government and decision making	<ul style="list-style-type: none"> <li># of late reports</li> <li>Council satisfaction with processes                             <ul style="list-style-type: none"> <li>agenda/minutes timeliness</li> <li>meeting support</li> <li>pre-meeting procedural advice</li> <li>Quality of response regarding research</li> </ul> </li> </ul>	183/14.2%	trending down	trending down	trending down	<ul style="list-style-type: none"> <li>Optimize the Council agenda and report process over three years (2015-2017) to maximize productivity, improve integration and collaboration, enhance reports and presentations, and review the Agenda Review Committee role</li> <li>Provide increased assistance and support to Councillors staff for research</li> </ul>
<b>Corporate Oversight - Performance of Organization</b>	Effective Freedom of Information and Protection of Privacy program	<ul style="list-style-type: none"> <li># of corporate-wide privacy breaches</li> <li># of FOIP requests</li> <li>% of FOIP requests responded to within legislated timelines:                             <ul style="list-style-type: none"> <li>30 days</li> <li>60 days</li> <li>over 60 days</li> </ul> </li> </ul>	6 416	trending down	trending down	trending down	<ul style="list-style-type: none"> <li>Improve and expand education on FOIP</li> <li>Ensure information is accessible by default, and protected by design</li> <li>Review practices to ensure effective oversight of the FOIP program</li> </ul>

Corporate Outcome or Conditions of Success	Branch Outcomes	Branch Performance Measures	Branch Target				Branch Strategies, Tactics or Actions
			2014 / Baseline	2016	2017	2018	
Conditions of Success							
<b>Sound management practices and processes</b>	Strong foundation for paper-reduction strategies based on a robust corporate records program and technology solutions	<ul style="list-style-type: none"> <li>• # of Council/Committee agenda pages printed</li> <li>• # of attendances for training on civic governance</li> <li>• Volume reduction (cu. ft) of records sent to Corporate Records Centre</li> <li>• % of citizens using online census option</li> <li>• % of Tribunals complaints and appeals filed online</li> </ul>	14,455	Trending down	Trending down	0	<ul style="list-style-type: none"> <li>• Review office practices to develop more paperless processes and practices</li> <li>• Reduce paper usage for elections and census, Council agendas, filing appeals, agency recruitment</li> <li>• Evaluate utilization and expansion needs for the Corporate Records Centre</li> <li>• Modernize records retention schedules</li> <li>• Update meeting room technology for Council and Committee meetings, and Tribunal hearings</li> </ul>
<b>Organizational capacity</b>	Increased capacity for employees to be more informed on governance processes	<ul style="list-style-type: none"> <li>• # of training opportunities offered staff (FOIP, Records, Report Writing, Governance, SIRE)</li> <li>• # of staff taking training</li> <li>• % staff indicating increased knowledge</li> </ul>	29	trending up	trending up	trending up	<ul style="list-style-type: none"> <li>• Review and develop business requirements in all aspects of operations on governance training for FOIP, records management, report writing, policies, bylaws</li> <li>• Prepare for training if major changes to provincial legislation are introduced</li> <li>• Develop training programs using a variety of modalities, including online, video and classroom techniques</li> </ul>

# Glossary of Terms for Corporate Services

## Customer Information Services

<b>CALL ABANDON RATE</b>	The percentage of inbound phone calls made to a call center or service desk that are abandoned by the customer before speaking to an agent or before completing a process within the IVR. It is calculated as abandoned calls divided by total inbound calls (in percent). Abandon rates have a direct relation to waiting times. The longer the time that customers have to wait before being connected to an agent there is increased likelihood for a higher the abandon rate.
<b>CLASS</b>	Citizen-facing community registration technology tool used to manage information about recreation activities effectively and efficiently, from registration and scheduling to point of sale and memberships.
<b>CRM</b>	Customer Relationship Management (CRM) is an application used to track citizen interactions with 311.
<b>INTRA-MUNICIPAL RECOVERIES</b>	Any reductions to expenditures for either charges to other municipal departments, boards or commissions, and/or billings to capita

## Corporate Procurement and Supply Services

<b>RFx</b>	In procurement, RFx is an acronym for Request for [x], where x could be Proposal (RFP), Quotation (RFQ), Information (RFI) or Bid (RFB).
<b>STRATEGIC SOURCING</b>	An institutional procurement process that formalizes the way information is gathered and used so that an organization can leverage its consolidated purchasing power to find the best possible values in the marketplace.
<b>TENDER</b>	The procurement process of inviting and evaluating sealed bids from suppliers to provide goods, services and construction.

## Fleet Services

<b>ENVISO</b>	Enviso is the name of the the City's environmental management system. It is based on the international standard ISO 14001 and provides a systematic method of managing and improving our environmental performance.
<b>HOIST AND SHIFT CAPACITY</b>	Potential design strategies to optimize existing hoist/bay capacity in conjunction with customer needs, labour relations, parts strategies and other operational constraints in Fleet facilities. Includes review of light-duty work to heavy-duty work allocation.
<b>INTRA-MUNICIPAL RECOVERIES</b>	The procurement process of inviting and evaluating sealed bids from suppliers to provide goods, services and construction.
<b>ISO 14001 CERTIFICATION</b>	<p>ISO 14001 establishes a management framework for organizations to comply with relevant environmental legislation and regulations, prevent pollution and continually improve its environmental performance.</p> <p>Achieving and maintaining ISO 14001 registration demonstrates that we are are doing everything in our power to effectively manage our environmental responsibilities.</p>
<b>PROPULSION TECHNOLOGY</b>	Refers to the various fuel and propulsion systems that currently power or could potentially power fleet vehicles in the future. Can/could include gasoline, diesel, compressed natural gas, electric motors with battery power, etc.

## Human Resources

<p><b>CORPORATE DASHBOARDS</b></p>	<p>Through the HR Analytics tool, the corporate dashboards provide a quick view of HR data, which can be drilled down further based on areas of interest. Examples of corporate dashboards include employee demographics and turnover.</p>
<p><b>EIGHT (8) ELEMENT OHS PROGRAM</b></p>	<p>The health and safety of employees and others performing a service on behalf of the City of Edmonton is of primary importance in all aspects of our operations. There are eight elements to the City’s Occupational Health and Safety Program, as follows:</p> <ol style="list-style-type: none"> <li>1. Organizational Commitment</li> <li>2. Hazard Identification &amp; Ranking</li> <li>3. Hazard Control</li> <li>4. Planned Safety Inspections</li> <li>5. Orientation &amp; Training</li> <li>6. Emergency Response Planning</li> <li>7. Incident Investigation</li> <li>8. Program Administration</li> </ol>
<p><b>LEARNING FROM EACH OTHER</b></p>	<p>‘Learning from Each Other’ is an outcome of a collaborative learning culture at the City that features guidance, feedback, experimentation and reflection, whereby employees learn from the experience of others.</p>
<p><b>ONBOARDING</b></p>	<p>Onboarding at the City is a six-month online program that provides newly hired employees with the support, information, tools and resources they need to be successful in our organization.</p>
<p><b>OPEN EMPLOYER</b></p>	<p>‘Open Employer’ is a new relationship between the City and its current and prospective employees. Open Employer signals a greater degree of transparency of employment practices as well as a less hierarchical relationship, meaning the City shares information with employees as soon as it can be shared and collaborates before action takes place.</p>
<p><b>SCHOOL OF BUSINESS</b></p>	<p>‘Learning’ was identified as one of the core Strategic Focus Areas in the City’s 2015-2020 Corporate Workforce Plan. The City of Edmonton School of Business is key in driving an enterprise approach to cross-Departmental learning by growing the talent and skills our organization needs for the future. The focus for the School of Business is on modernizing the City’s corporate learning environment.</p>



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**WORKING RELATIONSHIP  
AGREEMENT**

The Working Relationship Agreement is an agreement endorsed by the Union and Association leaders as well as the Corporate Leadership Team that commits to collaborative relations and decision-making, as well as the following principles:

1. Recognizing and respecting each other's roles, interests and accountabilities.
  2. Communicating with each other in ways that promote common understanding, effective problem solving and enhanced relationships.
  3. Working to earn and sustain trust.
  4. Using a collaborative approach to problem solving, decision-making and negotiation.
  5. Attacking issues, not people.
  6. Honouring the agreements we reach.
  7. Giving each other the benefit of the doubt.
-

## Information Technology

<b>BUSINESS ANALYTICS</b>	Identifies correlations and patterns in the two petabytes of raw data managed by the IT Branch.
<b>BUSINESS INTELLIGENCE</b>	Takes complex, multi-layered concepts and information and renders them into an easily accessible form such as a map or other visual representation.
<b>CLASS</b>	Citizen-facing community registration technology tool used to manage information about recreation activities effectively and efficiently, from registration and scheduling to point of sale and memberships.
<b>ENTERPRISE RESOURCE PLANNING (ERP) OR ENTERPRISE-WIDE APPLICATIONS</b>	ERP applications are systems and software that support City operations. The City of Edmonton maintains five enterprise-wide applications: SAP, POSSE, PeopleSoft/HRIS, TACS and GeoSpatial
<b>GEOSPATIAL</b>	Key technology in day-to-day service delivery, decision making and strategic planning. Supports services such as property assessment, transit route planning, development permits, road designs and the Great Neighbourhoods Interactive Map.  Other name(s): Geographic Information Systems (GIS)
<b>GRAPHICAL USER INTERFACE</b>	A visual way of interacting with a computer using items such as windows, icons, and menus, used by most modern operating systems.  Acronym: GUI
<b>INTRA-MUNICIPAL RECOVERIES</b>	The procurement process of inviting and evaluating sealed bids from suppliers to provide goods, services and construction.
<b>PEOPLESOFT</b>	Other name(s): HRIS - Human Resources Information System The City's Human Resources business system that supports functions including payroll, benefits and hiring.
<b>PUBLIC ONESTOP SERVICE SYSTEM</b>	City-wide workflow system used for internal and external processes such as permitting and licensing (i.e., pet, land development)

	Acronym: POSSE
<b>SAP</b>	City-wide software that support business functions including 311, Finance, Procurement, Fleet Services, Parks, Drainage, Waste and Cemeteries as well as agencies such as EPS, EPL and EPCOR.
<b>TAX, ASSESSMENT AND COLLECTION SYSTEM</b>	Records and sends out property assessments, in addition to supports the collection of property taxes  Acronym: TACS

## Law

<b>ADJUDICATE CLAIMS</b>	Represents the process of receiving and processing a claim, resulting in a decision.
<b>INTRA-MUNICIPAL RECOVERIES</b>	Funds recovered from other municipalities.
<b>P3</b>	A public–private partnership (P3) is a government service or private business venture which is funded and operated through a partnership of government and one or more private sector companies, sharing financial, capital and operating risks in a variety of ways.
<b>POSSE</b>	POSSE stands for Public One Stop Service application. POSSE allows the data related to your work processes to be associated with customers and/or geographic locations for easy reference and retrieval in the future.

## Office of the City Clerk

<b>FOIP</b>	<i>Freedom of Information and Protection of Privacy Act of Alberta, RSA 2000</i>
<b>MGA</b>	<i>Municipal Government Act of Alberta, RSA 2000</i>
<b>SIRE</b>	A software system used by the City for managing legislative meetings, including report workflow, agenda and minutes preparation, and web streaming and publication
<b>TRIBUNALS</b>	Quasi-judicial or Court like Council committees that make determinations of appeals or complaints about decisions made by Administration regarding rights of individuals