

2018 Divisional Budget

Corporate Services Division



**Becoming Canada's
most livable community**

...focusing on priorities

Introduction to Corporate Services

Corporate Services is at the core of Strathcona County—our programs and services enable all departments to fully function. We are behind the scenes to support the front-line departments, caring for the facilities used by staff and residents, repairing transit and emergency vehicles, recruiting and training staff, optimizing the benefits of technology, providing legal advice and supporting the activities of County Council. We are a critical key to achieving success for the organization, putting resources into place in order to respond to the needs of our residents. This fundamental internal structure allows the operational departments to concentrate on delivering their essential services to citizens, efficiently and effectively.

Enhancing the livability of our community requires that we have a solid foundation from which to adapt to growth and execute effective operations. Our five departments provide this foundation by anticipating and serving the needs of staff, Council and the public. The value we offer all departments aligns the objectives of our division with the priorities of the strategic plan.

Departments and their core functions



Facility Services

Asset Management | Facility Operations | Telecommunications | Print and Mail Services



Fleet Services

Fleet Acquisitions | Fleet Maintenance | Fleet Materials Management | Fleet Services



Human Resources

Workforce Planning and Development | Labour Relations and HR Advisory Services | Compensation and Benefits | Health, Safety and Well-being



Information Technology Services

Business Solutions | Enterprise Geographic Information System | Technology Planning and Strategy | Technology Infrastructure and Customer Support | Information Management



Legislative and Legal Services

Council and Committee Management and Quasi-Judicial Tribunals | Legal | FOIP | Elections and Census | Bylaws and Policies

Corporate Services Division

Who we are and how we serve



Facility Services (FAC)

Facility Services (FAC) ensures the investments made in facility infrastructure are well planned to maximize the greatest benefit to the community at the lowest total cost of ownership. The department provides the maintenance standards, programs and services for the routine and non-routine care of the approximately million square feet of County owned buildings. FAC also offers the organization critical telecommunication services, supporting voice communication systems and facility digital technologies such as Council meeting webcasting. A commercial-grade print shop provides cost effective, professional quality printed material for the corporation. Mail services provides day to day mail delivery, as well as service required for utility and tax notices, and courier services.

Fleet Services (FLT)



Administering the County's Annual Capital Fleet Replacement Program jointly with each department, Fleet Services (FLT) plans, directs and recommends capital acquisitions and replacements based on life cycle analysis. The department operates the vehicle, equipment and transit bus repair shops. The shops ensure all County transit, enforcement and emergency vehicles, heavy equipment (e.g. graders, snowplows, sweepers, pavers, packers, bulldozers) and recreational equipment (e.g. Zambonis, ATV's snowmobiles) are prepared for action when needed. Materials management services, support internal customers through the planning, procurement and inventory of the appropriate material and products used in fleet maintenance.

Human Resources (HR)



To deliver quality services to citizens, Strathcona County requires the right people, in the right jobs, for the right cost. Human Resources (HR) collaborates with departments to create work environments where employees are engaged and excel at what they do. From coordinating effective recruitment processes and maintaining competitive compensation, benefits and leave programs, to enabling effective performance planning and review conversations, and providing learning and development programs and supports, HR helps to ensure the organization has the "people" capacity to deliver its services. HR also provides leadership in key programs that enable a healthy workforce, such as corporate occupational health and safety, disability management, employee and family assistance, and staff wellness.

Information Technology Services (ITS)



Information Technology Services (ITS) works with departments to facilitate the efficient and effective management and use of information and technology in serving our citizens. By ensuring information and technology are secure, providing business and data solutions and reporting, and supporting staff through training and assistance, ITS delivers reliable technology solutions to meet the County's needs. The department operates the County's IT infrastructure, including computers and mobile devices, the Enterprise Geographic Information System (GIS), multiple data centres and an internal data network that connects all County buildings and staff. The work of this department allows County staff, decision-makers and citizens to obtain, use and understand the information they need.

Legislative and Legal Services (LLS)



Legislative and Legal Services (LLS) ensures open and transparent government through the development of sound practices and systems for supporting effective decision-making by Council. This includes ensuring that all activities of the municipality are conducted within legislative provisions respecting the roles and responsibilities of local government. LLS is responsible for managing the meetings of Council, Priorities Committee and Governance Advisory Committee. LLS also has the responsibility for the overall management of Council-established committees and the various quasi-judicial boards. LLS is responsible for Freedom of Information and Protection of Privacy (FOIP) program, which fosters an open and transparent government through access to information while protecting privacy. LLS manages municipal elections, by-elections, plebiscites, and delivers the municipal census, as well as the review of policies and bylaws. LLS provides legal support to the County as a corporate entity by protecting and maintaining the County's legal rights and ensuring that it meets its legal obligations.

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Focusing on priorities

2018 initiatives and projects align with community priorities:

- Partner in the Business Transformation Project as required to support the modernization of business processes, increase efficiency and effectiveness, and enhance management decision making
- Develop a strategic energy demand management plan to align with the Provincial Climate Leadership objectives, to prioritize energy efficiency projects, identify new alternative energy technologies and project funding options
- Develop facility asset renewal strategies using collected asset condition data and best practise condition rating standards
- Complete service level agreements with internal partners to enable Fleet Services and other departments to effectively fulfill business plan goals
- Partner with the Alberta Association of Municipal Districts and Counties (AAMDC) to negotiate rates for fuel and realize cost savings
- Use data from fleet management software to create accurate maintenance plans to reduce duplicate maintenance activities and prevent costs related to failing to perform timely maintenance
- Lead the review and update of Human Resource policies
- Begin to implement priorities flowing from the corporate people plan, which may include leadership development, succession management and continuing to focus on employee engagement
- Begin to implement priorities flowing from the corporate I&T Strategy, which may include enterprise approaches to governing IT systems and projects, better defining roles for managing systems risk, and improving collaboration or information sharing capabilities
- Complete implementation of the Enterprise Address Repository project
- Lead an enterprise roll out of the 2017 GIS Imagery (oblique and orthogonal) to increase efficiency and effectiveness and improved decision making for all departments that leverage GIS imagery as part of their business operations
- Conduct Council-directed Ward Boundary review
- Lead the County's implementation of the Modernized Municipal Government Act and regulations

Overcoming challenges

Corporate Services has identified challenges ahead in 2018:

- Managing asset life cycle program along with new capital projects
- Minimizing impacts to department operations and staff as renovations of existing office space continue
- Commencing operations of the new Centre in the Park (CITP) Parkade
- Maintaining efficiencies in Fleet Services during the current economic downturn. while absorbing costs and offsetting five per cent inflation for parts, capital and tires
- Maintaining fleet vehicles efficiently with limited facility space
- Meeting service deadlines with long lead times and untimely deliveries from suppliers, particularly for specialized equipment
- Implementing the corporate people plan to maintain the County's position as an employer of choice
- Addressing implications of significant provincial legislative changes specifically, in the Employment Standards Code, the Labour Relations Code, and the legalization of marijuana

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Overcoming challenges (continued)

Corporate Services has identified challenges ahead in 2018:

- Managing the risks and process challenges arising from a lack of technology and outdated technology until the outcomes of the Business Transformation Project are realized
- Managing enterprise information and technology risks relating to departments coordinating software acquisitions without sufficient ITS involvement
- Managing the demand from departments for Information and Technology resources
- Meeting legal requirements posed by new and changing legislation and identifying opportunities to improve governance in responding to changes
- Increasing and more complex legal matters as our municipality grows and changes

Improving continuously

Opportunities identified through Priority-Based Budget (PBB) programs:

- Reviewing the physical security program to reduce duplication of services and implement best practices to reduce security risks for all corporate facilities
- Shifting resources within the Facility Services to ensure asset management records are maintained up-to-date
- Reviewing programs to find efficiencies and opportunities for improvement and change:
 - Preventative and Maintenance Program
 - Commercial Vehicle Inspection Program
- Reducing the Fleet Annual Capital Replacement Program by utilizing the vehicle and equipment condition-based model
- Normalizing capital spending on bus replacement to improve the Transit Mechanical Refurbishment Program and extend the life cycle of buses
- Assessing areas of organizational risk, present and future, and determining program gaps and gaps in current resource capacity
- Reviewing administrative rules and guidelines to ensure consistent pay practices
- Developing an IT Vendor Management Service that supports Cloud software acquisition
- Realizing technology purchasing efficiencies by using Customer Support Centre (CSC) resources and developing a dedicated Vendor Management Service
- Focusing resources on completion of Municipal Policy Handbook review

Opportunities to enhance efficiency and effectiveness:

- Complete the Enerstar ratings for major municipal buildings to create energy use awareness
- Enhance the use of Asset Planner (FAME) within the department
- Streamline functions and utilize internal funds and labour more effectively
 - Repurpose the fabrication position to a heavy duty mechanic position
- Seek alternative options for performing work and cutting costs on some programs
 - Leverage outsourcing opportunities
 - Form partnerships with other municipalities
- Utilize the Fleet Management Program to establish improved work planning and scheduling
- Roll out an IT Business Advisor service that has improved IT project intake and planning capability to make the IT Technology Planning Program more effective
- Develop enterprise technology standards for business intelligence and data warehousing that will support all corporate initiatives requiring evidence-based decision making
- Integrate the Data Services and Records Management programs to fit within an Enterprise Information Management core-function and make ITS more effective with customers by moving program operations from paper to business intelligence and automation
- Incorporate new and/or upgraded technologies
- Develop contract and procurement templates to enhance efficiency and minimize risk

Corporate Services Division

2018 operating budget

Operating Revenue / Expense		2018 Budget	2017 Budget	\$ Change 2018-2017	% Change 2018-2017	Notes
Revenues	User Fees & Charges	\$ 644,061	\$ 691,304	\$ (47,243)	(7)%	Note 1
	Other Revenues	76,410	76,410	-	0%	
	Total Revenues	720,471	767,714	(47,243)	(6)%	
Expenses	Salaries & Wages	19,304,352	18,265,571	1,038,781	6%	Note 2
	Employee Benefits	4,582,213	4,293,001	289,212	7%	Note 2
	Training & Development	545,317	531,917	13,400	3%	
	Business Expenses	112,666	100,033	12,633	13%	Note 3
	Advertising & Printing	364,115	382,060	(17,945)	(5)%	
	Professional Services	1,263,716	1,203,499	60,217	5%	Note 4
	Insurance	-	2,000	(2,000)	(100)%	
	Rentals & Leases	642,077	752,377	(110,300)	(15)%	Note 5
	Contracted Services	5,634,338	6,307,662	(673,324)	(11)%	Note 6
	Supplies & Materials	7,838,039	7,597,919	240,120	3%	Note 7
	Repairs & Maintenance	3,710,037	3,564,464	145,573	4%	Note 8
	Equipment Purchases	371,393	246,250	125,143	51%	Note 9
	Utilities	1,118,347	1,054,731	63,616	6%	Note 10
	Telecommunications	408,643	407,316	1,327	0%	
	Grants & Requisitions	82,000	82,000	-	0%	
	Other Expenses	131,377	133,039	(1,662)	(1)%	
	Interprogram	(7,073,678)	(6,942,411)	(131,267)	2%	Note 11
	Total Expenses	39,034,952	37,981,428	1,053,524	3%	
Net Surplus/(Deficit)		(38,314,481)	(37,213,714)	(1,100,767)	3%	
Non-Operating Items		(6,774,894)	(6,302,354)	(472,540)	7%	Note 12
TOTAL Division Surplus/(Deficit)		<u>\$ (45,089,375)</u>	<u>\$ (43,516,068)</u>	<u>\$ (1,573,307)</u>	<u>4%</u>	

Notes for Changes

- Note 1:** User fees & charges decreased due to reduction to school board revenues from the 2017 election partially offset by increases to the Centre in the Park parkade revenues.
- Note 2:** Salaries & wages, and employee benefits changed due to changes in standard salaries, grid movement, changes in benefit rates, staff reclassifications and annualization. Proposed 2018 staff additions.
- Note 3:** Business expenses increased due to one-time mileage expenses for Census.
- Note 4:** Professional services increased due to increase for Information Technology strategy, facility strategic energy review and project resources. Partially offset by reduction in legal services to fund a proposed temporary lawyer.
- Note 5:** Rentals & leases decreased due to amended building lease contract for client space.
- Note 6:** Contracted services decreased primarily due to large Information Technology one-time projects that are ending, partially offset by an HR technology project and County Connect.
- Note 7:** Supplies & materials increased mainly due to software inflation and growth.
- Note 8:** Repairs & maintenance increased due to increased building and equipment repairs and maintenance plans.
- Note 9:** Equipment purchases increased due to addition of one-time rapid access boxes to facilities to allow emergency access for first responders.
- Note 10:** Utility costs increased for Centre in the Park parkade.
- Note 11:** Interprogram recoveries increased due to increase in inter-department charge to Transit due to forecasted increase in fuel and impact of Mobile Bus Fare Alignment.
- Note 12:** Non-operating items changed due to reserve adjustments to meet future forecast needs and initiatives.



Facility Services

Revenues & Transfers	\$ 1,544,061
Less Expenses & Transfers	15,650,941
Total Department Surplus/(Deficit)	<u>\$ (14,106,880)</u>

Fleet Services

Revenues & Transfers	\$ 596,410
Less Expenses & Transfers	11,860,120
Total Department Surplus/(Deficit)	<u>\$ (11,263,710)</u>

Human Resources

Revenues & Transfers	\$ 223,000
Less Expenses & Transfers	5,890,411
Total Department Surplus/(Deficit)	<u>\$ (5,667,411)</u>

Information Technology Services

Revenues & Transfers	\$ 1,240,401
Less Expenses & Transfers	12,503,506
Total Department Surplus/(Deficit)	<u>\$ (11,263,105)</u>

Legislative & Legal Services

Revenues & Transfers	\$ 308,300
Less Expenses & Transfers	3,096,569
Total Department Surplus/(Deficit)	<u>\$ (2,788,269)</u>

TOTAL DIVISION SURPLUS/(DEFICIT)	<u>\$ (45,089,375)</u>
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Corporate Services Division

2018 proposed staff additions

Change Request Number	Change Request Name	F.T.E.	Temporary or Overtime Hours
Corporate Services Division			
2018-SIR-49	HR- HR Administrator - OHS (temp in place)		1,820
2018-SIR-50	HR - HR Administrator - Workforce Planning & Dev (temp in place)	1.0	
2018-SIR-64	HR - Senior HR Advisor, Policy and Classification (Temp in place)	1.0	
2018-SIR-65	HR - Coordinator, HR Advisory Services	1.0	
2018-SIR-66	HR - Senior WPD Advisor (Temp position, temp in place)		1,820
2018-SIR-67	HR - Workplace Supports Advisor		1,820
2018-SIR-43	ITS - Administrative Support Assistant II (Temp in Place)	1.0	
2018-SIR-45	ITS - Infrastructure Analyst (temp)		1,820
2018-SIR-7	ITS - Enterprise Architect	1.0	
2018-SIR-55	LLS - Lawyer (temp)		1,820
2018-SIR-56	LLS - Legislative & Legal Administration Support	1.0	
Total 2018 Proposed Staff Additions		6.0	9,100

2018 proposed initiatives

Change Request Number	Change Request Name	F.T.E.	Temporary or Overtime Hours	2018 Cost	Total Cost (excluding ongoing)
Corporate Planning Services Division					
2018-INIT-30	FAC - Strategic Energy Management Review			\$85,000	\$85,000
2018-INIT-38	HR - IAFF Arbitration			\$60,000	\$60,000
2018-INIT-27	HR - OHS/DM Technology Solution Bus Case			\$50,000	\$50,000
2018-INIT-37	HR Temporary and Project Resources (2 Temp Positions)		3,640	\$211,384	\$631,735
2018-INIT-35	ITS - County Connect Program Development	1.0		\$200,000	ongoing
2018-INIT-26	ITS - Strategy Implementation			\$50,000	\$50,000
2018-INIT-31	LLS - E-Scribe Data Base Replacement Project			\$30,000	\$30,000
Total Initiatives		1.0	3,640	\$ 686,384	\$ 906,735

Corporate Services Division

2018 divisional capital budget

	Cost	Dept.
Buildings		
Annual Facility Capital Lifecycle	\$ 2,300,000	FAC
County Hall Phase 4 Renovations - Construction	4,652,000	FAC
Building Security Improvements	160,000	FAC
	7,112,000	
Electronic Hardware/Software		
IT Corporate Infrastructure Replacement Program - Municipal	\$ 718,500	ITS
Service Management Tool	114,250	ITS
Mobile Device Management	95,000	ITS
	927,750	
Machinery & Equipment		
Enhance Fibre - Festival Place	\$ 30,000	ITS
	30,000	
Vehicles		
Fleet Transit Replacements	\$ 3,238,890	FLT
Annual V & E Fleet Replacements	3,093,815	FLT
Vehicles for Maint Operations	67,750	FAC
	6,400,455	
GRAND TOTAL	14,470,205	

	C - Construction	D - Design	L - Land	U - Utilities
Annual Program		Rehab / Replacement		Suggested Annual
Growth		Developer Levy		Value Added

**2018 Capital Ask by Asset Group -
Corporate Services (\$14.4M)**



