

# DASHBOARDS, INFOGRAPHICS & EXECUTIVE SUMMARIES



F.H. Black & Company Incorporated

Efficient | Effective | Reliable

# AGENDA

- Context
- Dashboards
- Infographics
- Executive Summaries
- Questions

9-21-17

# REX MURPHY



"Municipal governments are **CREATURES** of provincial government"  
~ JOEY SMALLWOOD ~

Is there something **HERE** that we are missing?

• Communities have a **SENSE** of **SELF** and genuine **HUMANITY**

• People more often need to be **REMINDED** than they need to be **INFORMED**



You can borrow my truck!

"Bernie Sanders is anti-matter ... with the charisma of a fallen umbrella"

• Trump was the **BENEFICIARY** of change



• This is **CHANGING** now...



• Story of Gander, Nfld after 9/11

• Honeymooners given a house ... to use!



• How did the media miss it?

**SCALE**

• Speak from your **HEART**

... but there are some **ELEMENTS** of **CULTURE** need to reflect core values

• Travellers from around the globe welcomed ... homes, stayed in gym

• Remember those things that give you **WORTH**

What are you making?

... about \$1350/hour



BISCUIT

• Methods of thought, communications being changed

• People were welcomed and treated as **HUMAN BEINGS**



• Keep your deepest **VALUES** in times of change

• Make the **LINK**

• The **CHARACTER** & sense of **COMMUNITY** - those who **SERVE**; those being **SERVED** - do not

• Less communication happens when you overlay **TECHNOLOGY** in community

can create a **GAP!**



# OPEN & TRANSPARENT

BEST PRACTICES



## Business Intelligence



Government Finance Officers Association



Government Finance Officers Association



About GFOA

Products and Services

Annual Conference

Award Program

[Home](#) / [Annual Conference](#) / [Conference Sessions](#) / [Transparency: What to Share and How to Share it](#)

[Annual Conference Overview](#)

[First-time Scholarship](#)

[Mentor Program](#)

[Call for Topics](#)

## Transparency: What to Share and How to Share it

CPE Credits: 2

Session Time: Tuesday, May 23, 2017 - 10:20am to 12:00pm

Room: 601-605

Speakers:

Speaker: [Teresa Sedmak](#), Treasurer, City of Tacoma, WA



Certificate of Achievement for Excellence in Financial Reporting Program

Distinguished Budget Presentation Award Program

Popular Annual Financial Reporting Award Program

Canadian Award for Financial Reporting Program

Awards for Excellence in Government Finance

Award Program for Small Government Cash Basis Reports

Award for Best Practices in School Budgeting

Award for Best Practices in Community College Budgeting

State Budget Awards Program

Certificate of Achievement for Excellence in Financial Reporting Program (CAFR Program)

The GFOA established the Certificate of Achievement for Excellence in Financial Reporting Program (CAFR Program) in 1945 to encourage and assist state and local governments to go beyond the minimum requirements of generally accepted accounting principles to prepare comprehensive annual financial reports that evidence the spirit of transparency and full disclosure and then to recognize individual governments that succeed in achieving that goal. The goal of the program is not to assess the financial health of participating governments, but rather to ensure that users of their financial statements have the information they need to do so themselves.

Reports submitted to the CAFR program are reviewed by selected members of the GFOA professional staff and the GFOA Special Review Committee (SRC), which comprises individuals with expertise in public sector financial reporting and includes financial statement preparers, independent auditors, academics, and other finance professionals.

Program Results

Governments that participate in the Certificate of Achievement for Excellence in Financial Reporting Program are asked to submit their report within six months of the end of the fiscal year. The GFOA's review process typically requires an additional 4 to 6 months. Therefore, the 2015 program results are for comprehensive annual financial reports for fiscal years that ended during calendar year 2014.

- 2016 Program Results | For Fiscal Years Ended in 2015 (NEW)
2016 Program Statistics for Fiscal Years Ended 2015
2015 Program Results | For Fiscal Years Ended in 2014
Special Review Executive Committee members
Reviewers of 2015 Fiscal Year End CAFRs

Information for participants and potential participants:

- Details on how to become a Participant or Reviewer
Eligibility Requirements
How to Submit a Report
New Application of

9-21-17

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# DASHBOARDS







HEAD

PANEL



CHOKER

THROTTLE



LIMITED

BRAKE



SAT BPM

SW

75°F

0 MPH

Press  for km/h

945 mi

P R N D

10.2 mpg  
Average

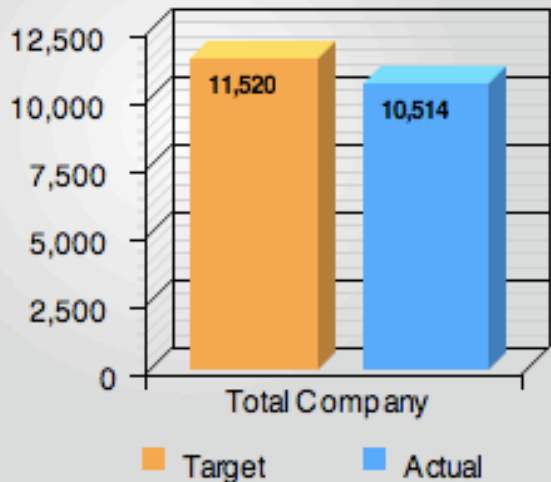


# DASHBOARDS

- Single Screen
- Visual
- Objective Specific
- Overview
- Performance Monitoring

Current Summary Data

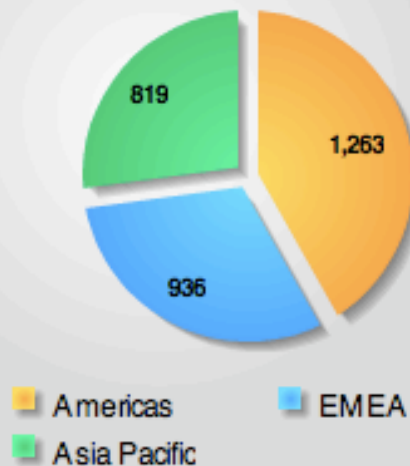
Headcount



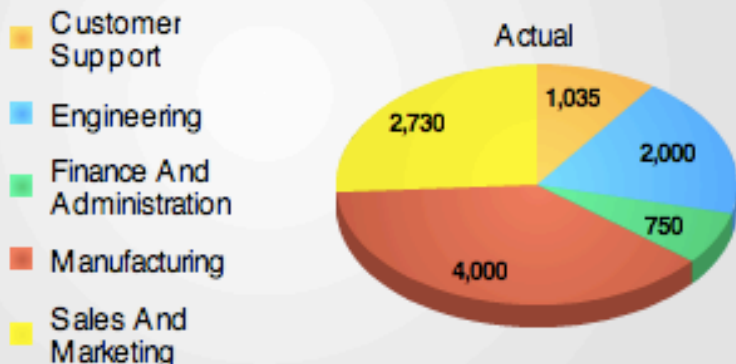
Average Revenue per Employee



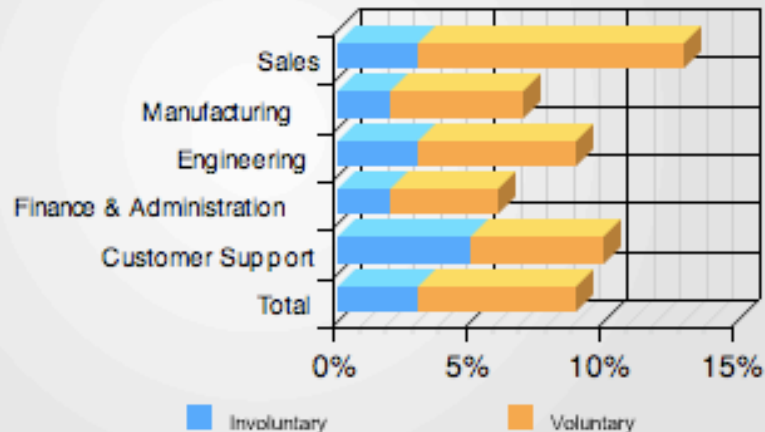
Employee Satisfaction Survey Alert Status **High**



Headcount by Dept



Attrition Rates



# **1. CONSIDER YOUR AUDIENCE**

# CONSIDER YOUR AUDIENCE

- What are their biases?
- What is their knowledge level?
- What questions are they likely to ask?
- How long will they review the details?
- What problems are they trying to solve?
- How frequently must they see the data?

## **2. USE THE RIGHT TOOL**

# TEXT

- Labeling
- Introduction
- Explanation



# TEXT

- ✓ The City's budget for 2017 expenditures has grown by 3% to \$123,000,000.
- ✗ The City's budget for 2017 expenditures has grown by \$3.6 million or 3% to \$123,000,000 over the 2016 total of \$119,400,000.

# TABLES

- Lookup of individual values
- One to one comparisons
- Combine summary & detail

# TABLES

	<u>2017</u>	<u>2016</u>	<u>Change</u>	<u>%</u>
Expenditures	\$ 123,000,000	\$ 119,400,000	\$ 3,600,000	3%

# TABLES: LIMITATIONS

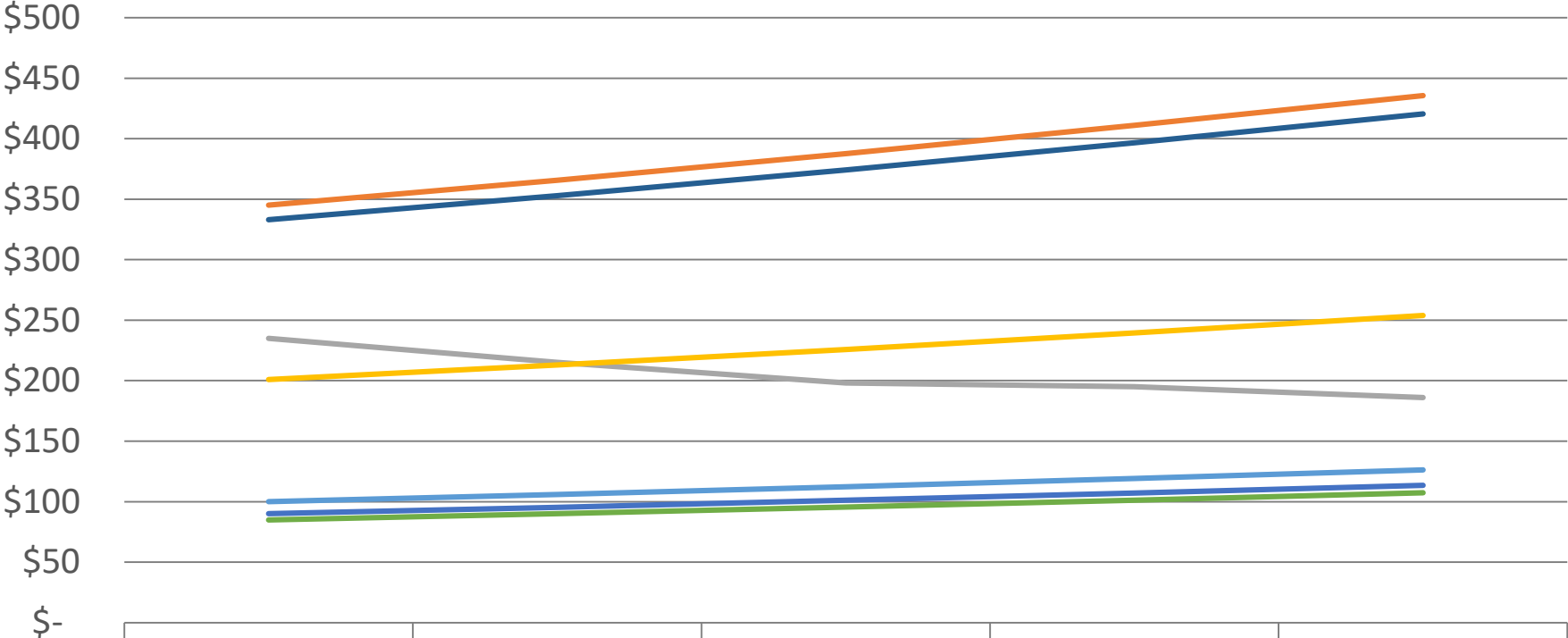
## Department Operating Budget Request

<u>Department</u>	2015 <u>Actual</u>	2016 <u>Approved</u>	2017 <u>Request</u>	2018 <u>Request</u>	2019 <u>Request</u>
General government services	\$ 100	\$ 106	\$ 112	\$ 119	\$ 126
Protective services	345	366	388	411	436
Transportation services	235	215	198	195	186
Environmental services	201	213	226	239	254
Public health services	90	95	101	107	114
Planning & development services	85	90	96	101	107
Recreation & culture services	<u>333</u>	<u>353</u>	<u>374</u>	<u>397</u>	<u>420</u>
Total	\$ 1,389	\$ 1,438	\$ 1,495	\$ 1,569	\$ 1,643

# GRAPHS

- Display relationships
- Patterns & trends
- Large data sets

# Department Operating Budget Request



Actual 2015	Approved 2016	Requested 2017	Requested 2018	Requested 2019
----------------	------------------	-------------------	-------------------	-------------------

- General government services
- Protective services
- Transportation services
- Environmental services
- Public health services
- Planning & development services
- Recreation & culture services

## **3. LEVER HUMAN PERCEPTION**

# Form

Length



Width





# Form

Orientation

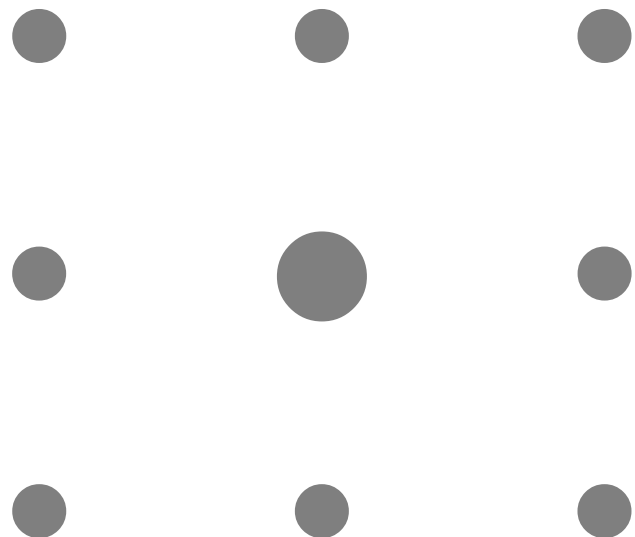


Shape

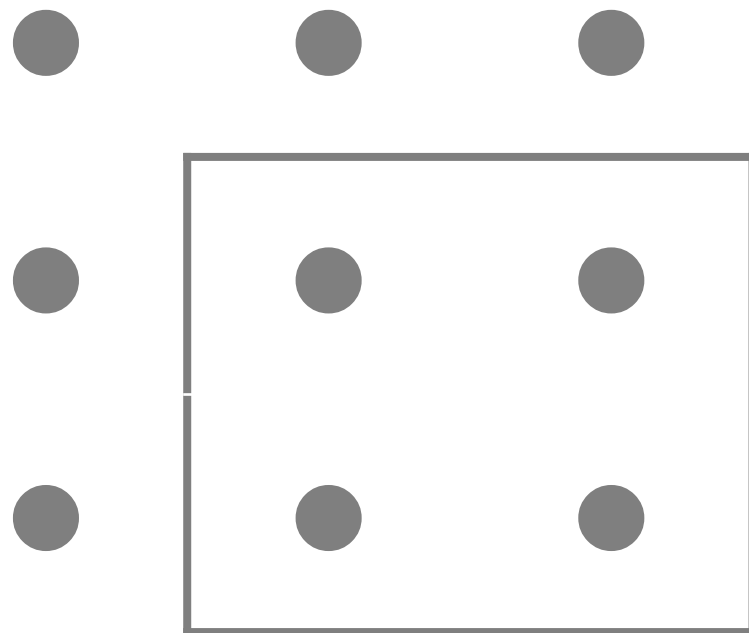


# Form

Size

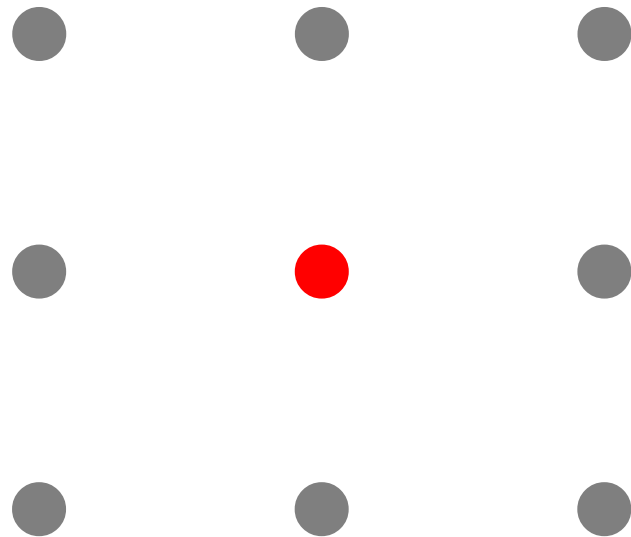


Enclosure

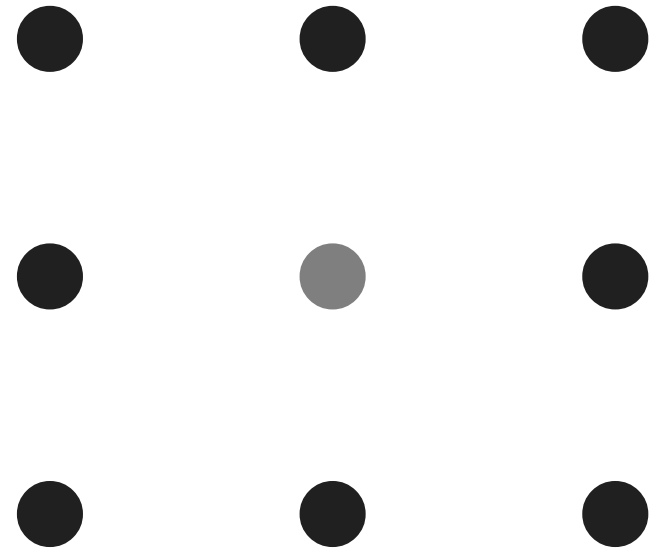


# Colour

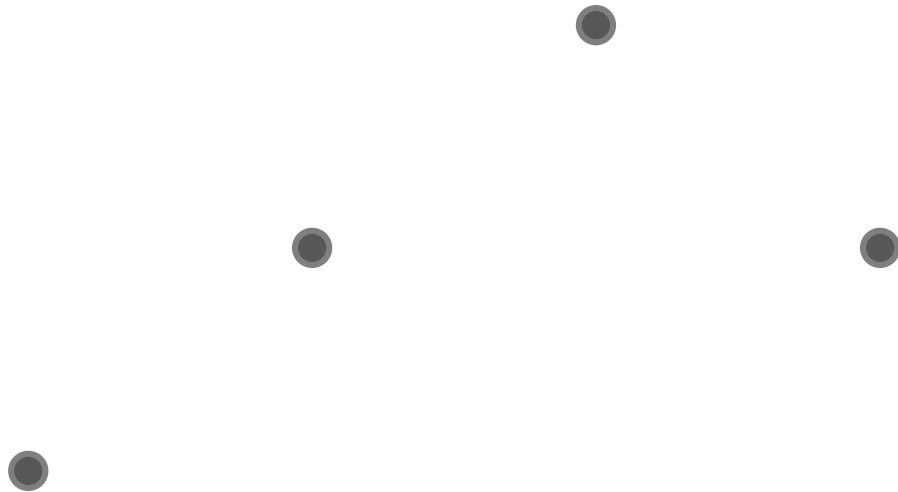
Hue



Intensity



# Spatial



## **4. STYLE FOR UNDERSTANDING**

### 3. Investments:

Investments reported on the Consolidated Statement of Financial Position have cost and market values as follows:

2014		
	Cost	Market Value
Short-term notes and deposits	\$ 7,500	\$ 7,500
Government and government guaranteed bonds	14,499	15,621
Municipal bonds	5,820	6,054
Financial institutions	70,505	70,305
<b>Total investments, year end</b>	<b>\$ 98,324</b>	<b>\$ 99,480</b>

2013		
	Cost	Market Value
Short-term notes and deposits	\$ 5,000	\$ 5,000
Government and government guaranteed bonds	19,708	20,225
Municipal bonds	15,322	16,415
Financial institutions	54,576	54,390
<b>Total investments, year end</b>	<b>\$ 94,606</b>	<b>\$ 96,030</b>

# STYLING: LESS IS MORE

## 1. Highlight:

- Reduce non-data Ink
  - Subtract the unnecessary
  - De-emphasize the remaining
- Enhance data ink
  - Subtract the unnecessary
  - Emphasize the most important

# STYLING: LESS IS MORE

## 2. Organize:

- Group
- Prioritize
- Sequence



# STYLING: LESS IS MORE

## 3. Standardize:

- Fonts
- Colours
- Spacing
- Underlines

### 3. Investments:

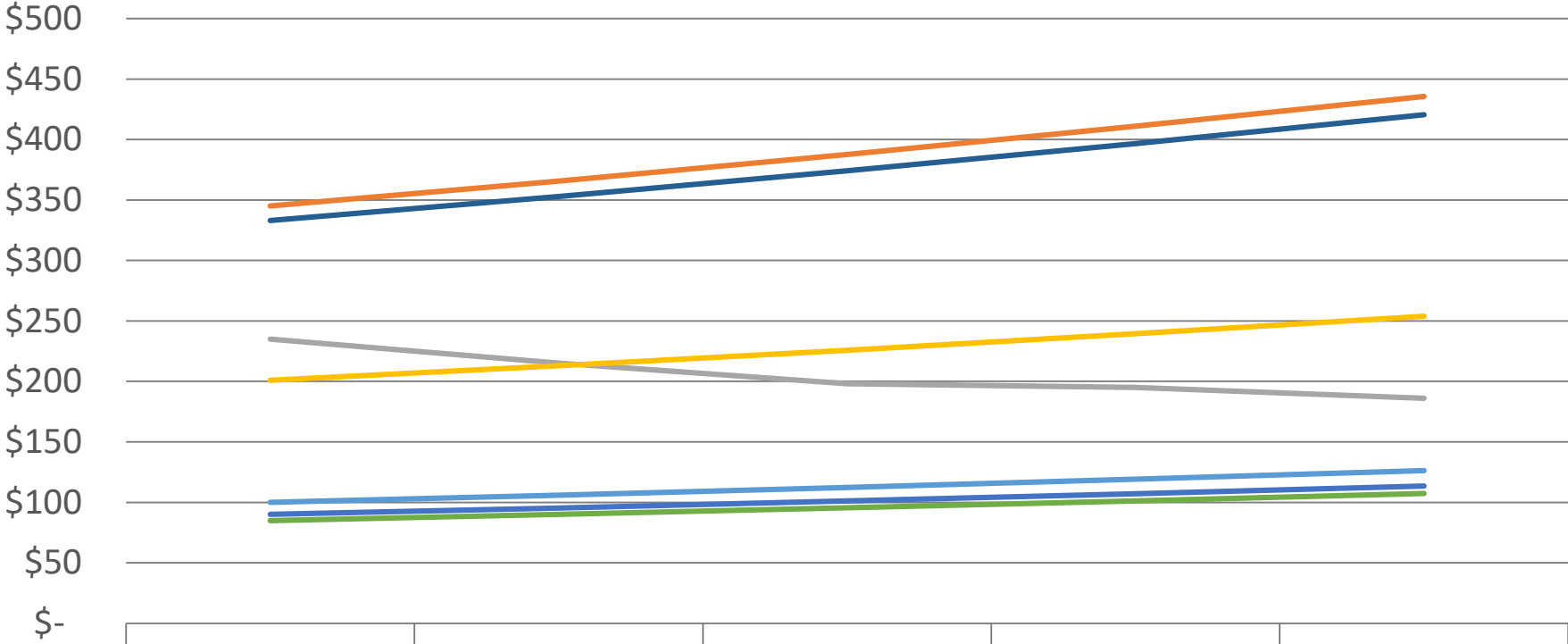
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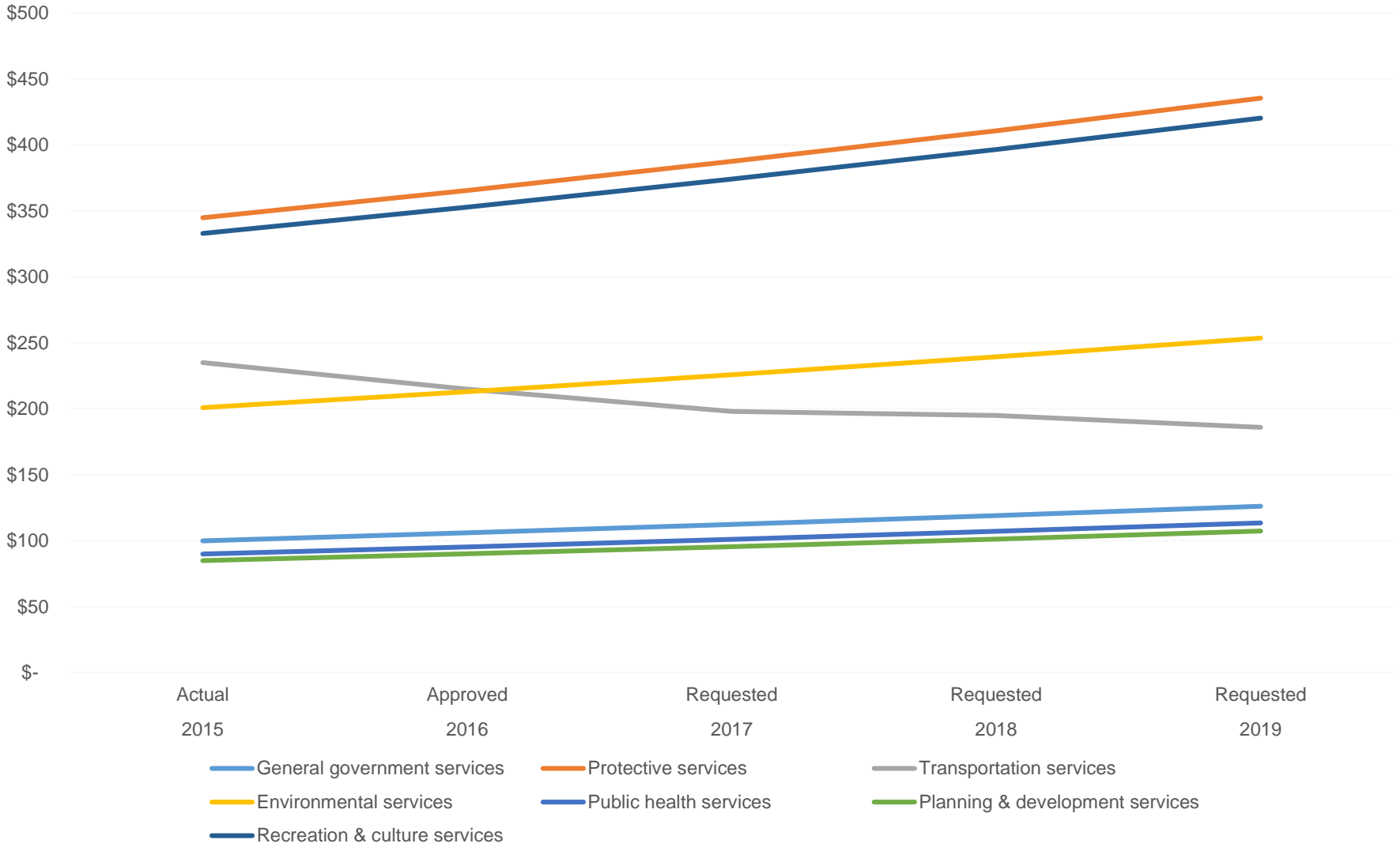
# Department Operating Budget Request



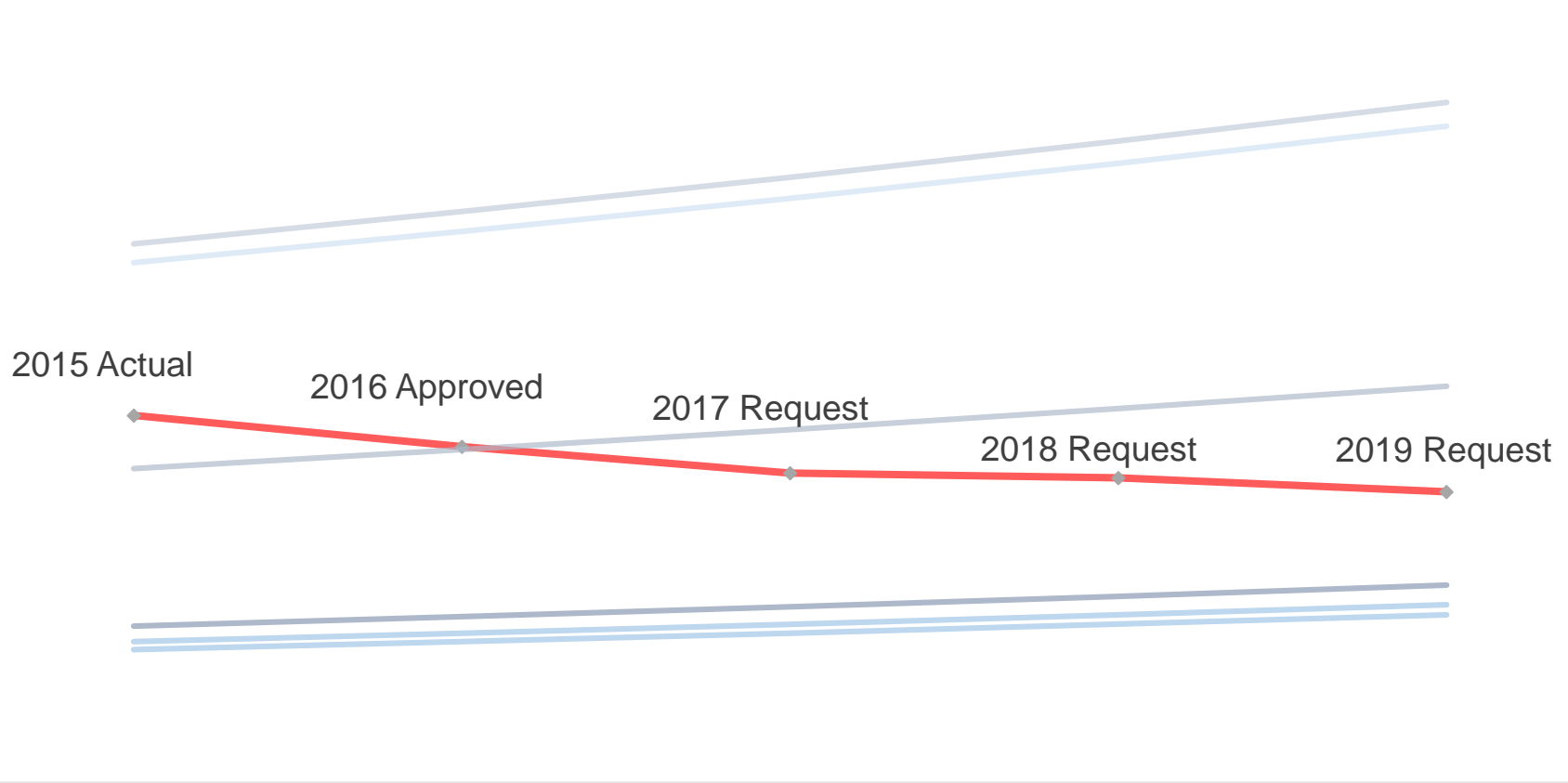
Actual	Approved	Requested	Requested	Requested
2015	2016	2017	2018	2019

- General government services
- Protective services
- Transportation services
- Environmental services
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- Planning & development services
- Recreation & culture services

# Department Operating Budget Request

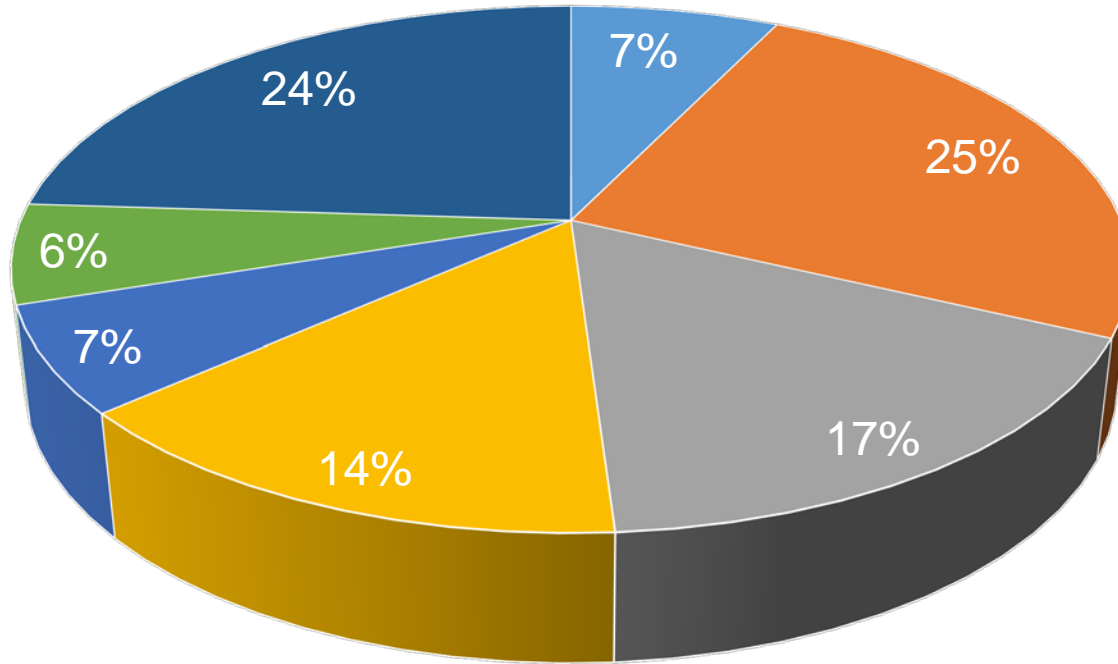


# Declining Transportation Budgets vs. Other Departments



**“CHART JUNK”**

2015 Actual

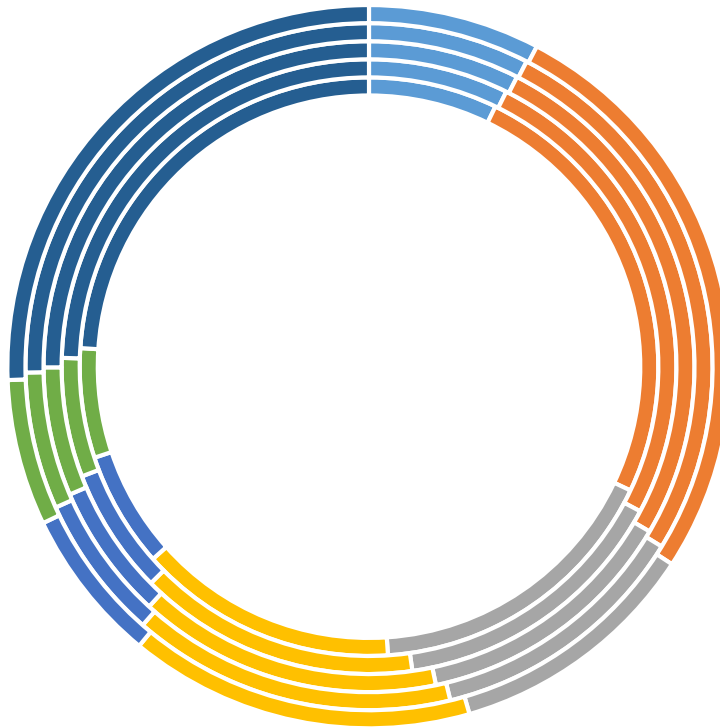


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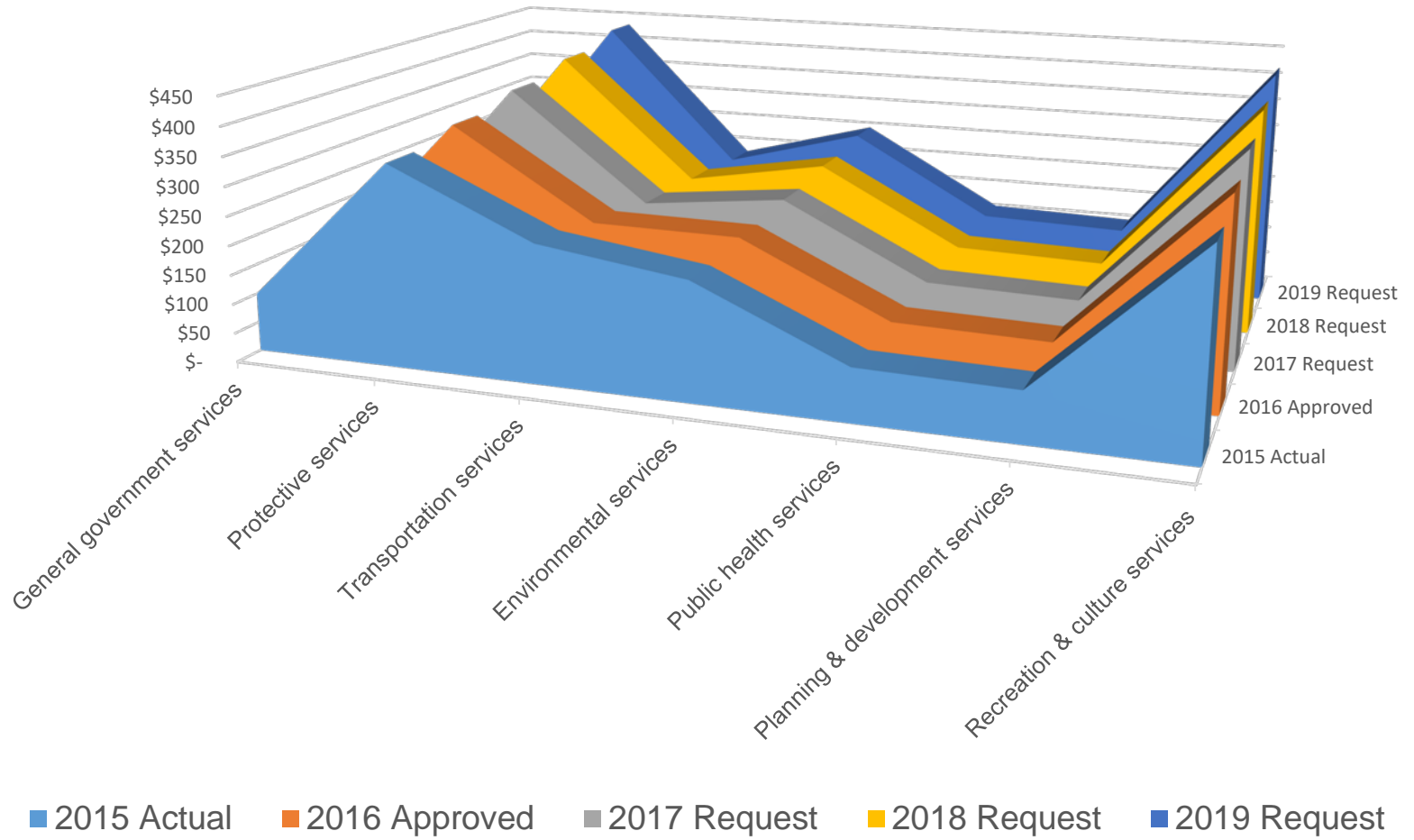
	2015 Actual (\$)	Percent of Total (%)
Protective services	345	25
Recreation & culture services	333	24
Transportation services	235	17
Environmental services	201	14
General government services	100	7
Public health services	90	6
Planning & development services	85	6
	1,389	100

## Department Operating Budget Request



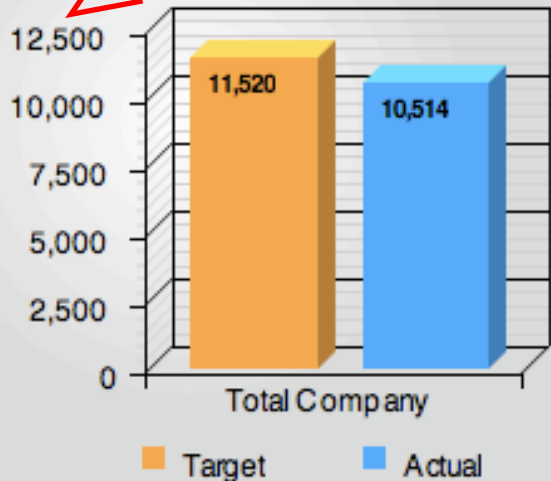
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# Department Operating Budget Request



Current Summary Data

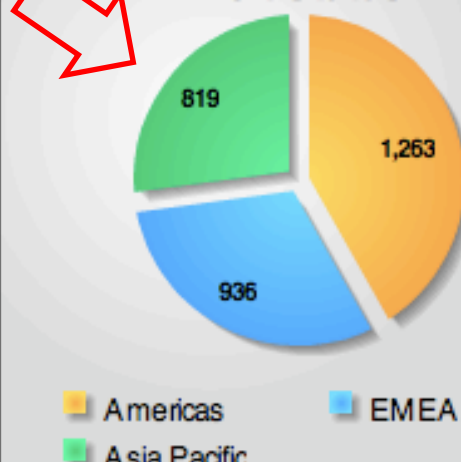
Headcount



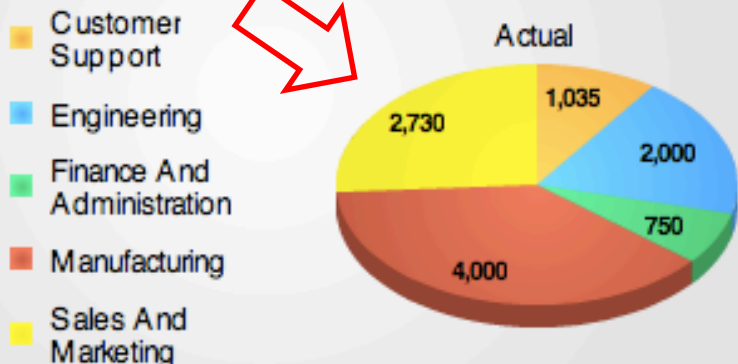
Average Revenue per Employee



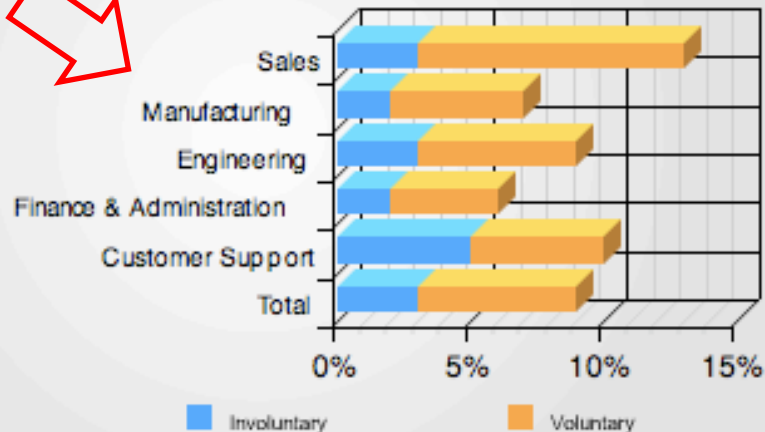
Employee Satisfaction Survey Alert Status **High**



Headcount by Dept



Attrition Rates



# HR SUMMARY DASHBOARD

## Employee Satisfaction Survey

Americas	1,263
EMEA	934
Asia Pacific	819

## Headcount by Dept

Customer Support	1,035
Engineering	2,000
Finance & Admin	750
Manufacturing	4,000
Sales & Marketing	2,730
Total	10,515

## Headcount

Target	11,520
Actual	10,514

## Average Revenue per Employee

Actual	\$165,000
Target	\$178,000

## Attrition Rates

	<u>Involuntary</u>	<u>Voluntary</u>	<u>Total</u>
Sales	2.5%	10.0%	12.5%
Manufacturing	1.5%	5.0%	6.5%
Engineering	2.5%	6.0%	8.5%
Finance & Administration	1.5%	4.0%	5.5%
Customer Support	4.5%	5.0%	9.5%
Avg	2.5%	6.0%	8.5%

# HR SUMMARY DASHBOARD

## Employee Satisfaction Survey

	<u>Actual</u>	<u>Target</u>	<u>% of Target</u>
Americas	1,263	980	129%
EMEA	934	980	95%
Asia Pacific	819	980	84%

## Avg Revenue / Employee

<u>Actual</u>	<u>Target</u>	<u>% of Target</u>
\$165,000	\$178,000	93%

## Headcount by Dept

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Sales & Marketing	2,730		
<b>Total</b>	<b>10,515</b>	<b>11,520</b>	<b>91%</b>

## Attrition Rates

	<u>Involuntary</u>	<u>Voluntary</u>	<u>Total</u>	<u>Target</u>	<u>% of Target</u>
Sales	2.5%	10.0%	12.5%	6.5%	192%
Manufacturing	1.5%	5.0%	6.5%	6.5%	100%
Engineering	2.5%	6.0%	8.5%	6.5%	131%
Finance & Administratoin	1.5%	4.0%	5.5%	6.5%	85%
Customer Support	4.5%	5.0%	9.5%	6.5%	146%
<b>Avg</b>	<b>2.5%</b>	<b>6.0%</b>	<b>8.5%</b>	<b>6.5%</b>	<b>131%</b>

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## Headcount

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--------	--------	-----

## Avg Revenue / Employee

<u>Actual</u>	<u>Target</u>	<u>% of Target</u>
165,000	178,000	93%

## Avg Attrition Rate

<u>Involuntary</u>	<u>Voluntary</u>	<u>Total</u>	<u>Target</u>	<u>% of Target</u>
2.5%	6.0%	8.5%	6.5%	131%

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<b>Employee Satisfaction Survey</b>	
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	12.5%	30.0%	42.5%	32.5%	131%

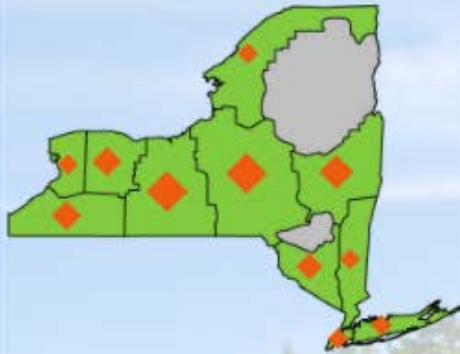
# DASHBOARDS SHOULD BE DYNAMIC





DEPARTMENT OF  
PARKS &  
RECREATION

Select a Region



Current Properties by Region



Legend

- State Parks
- Historical Sites
- Golf Courses
- Nature Centers

Legend

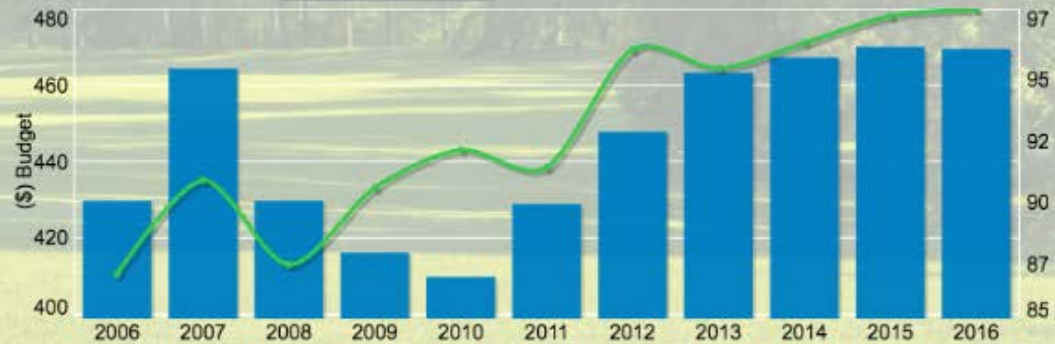
- Budget
- Attendance

Annual Attendance and Budget Trend (in Millions)

All

Start Year 2006

Stop Year 2016



Cost per Visitor

2016



# DASHBOARDS

- Single Screen
- Visual
- Objective Specific
- Overview
- Performance

# INFOGRAPHICS

# INFOGRAPHICS

- graphic visual representations of information, data or knowledge intended to present information quickly and clearly.<sup>[1][2]</sup>
- can improve cognition by utilizing graphics to enhance the human visual system's ability to see patterns and trends.



# HOW TO DESIGN AND USE INFOGRAPHICS

START  
HERE

#1

## WHY DESIGN INFOGRAPHICS?

- Easily Scanned and Consumed
- Potential to go Viral
- Can Increase Traffic to Your Blog
- Brand Awareness
- Can Elevate You as an Expert



#2

## TYPES OF INFOGRAPHICS FOR AUTHORS

- Tutorial
- Statistics
- Character Profiles
- Quotes
- Information for a Book Launch

#3

## TIPS ON CREATING THE BEST INFOGRAPHICS

- Make it Vertical
- Create a Compelling Headline
- Include Your Logo and/or URL
- Post a HTML Share Code
- Use Complimentary Colors



#4

## INFOGRAPHIC DESIGN TOOLS

- Option #1: Outsourcing**
  - 99 Designs (from \$599 and up) -
  - Elance.com
- Option #2: Use DIY Templates**
  - TrainingAuthors.com/infographics
- Option #3: Free Online Infographic Editors**
  - <https://infogr.am/>
  - <https://www.seal.ly/>
  - <http://app.piktochart.com/>
  - <http://visual.ly/>

#5

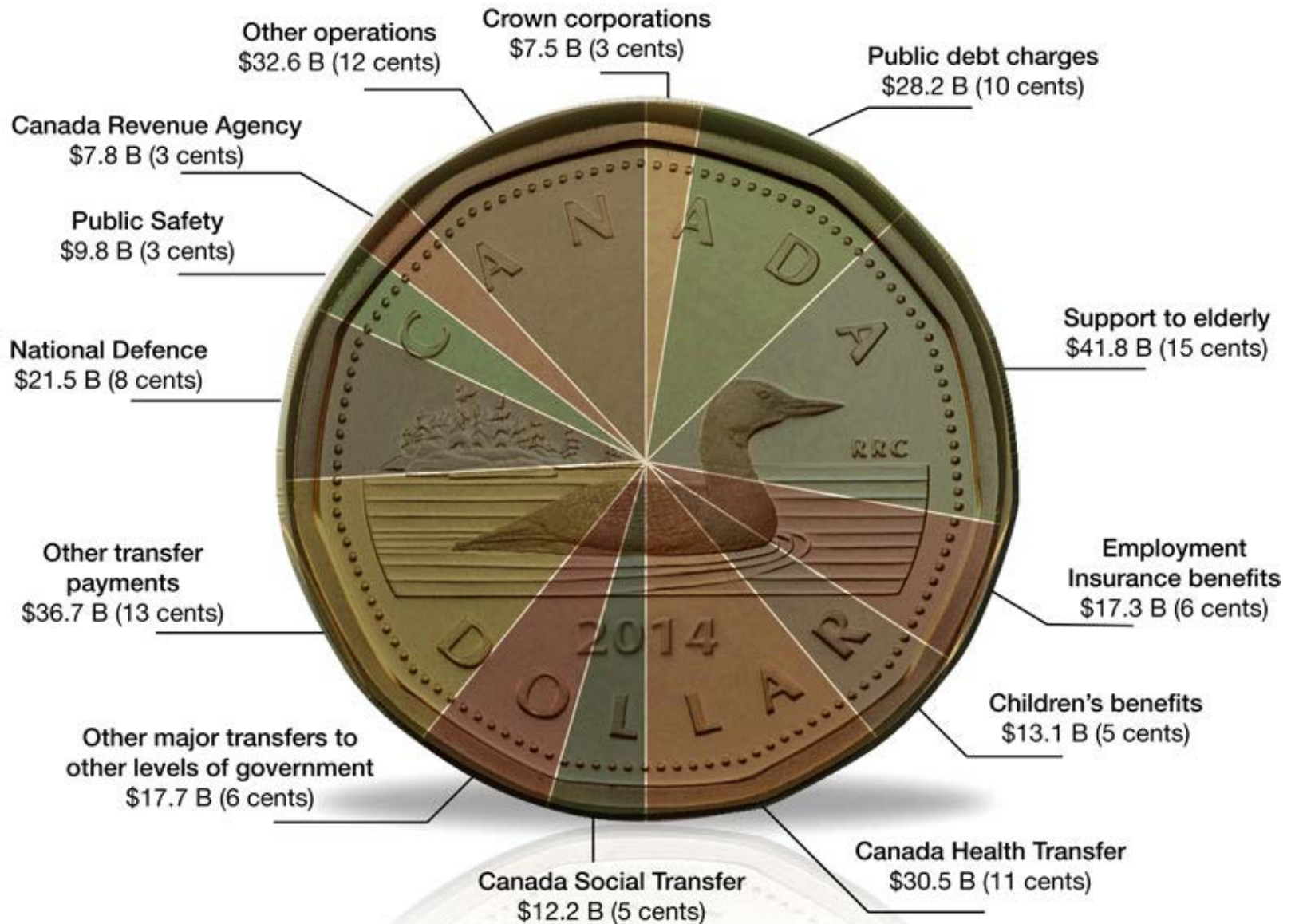
## WHERE TO SUBMIT INFOGRAPHICS

- Your Blog
- Social Media
- Blogger Outreach
- Infographic Submission Sites





# Where Your Tax Dollar Goes – 2013/14



Source: *Public Accounts of Canada 2013*

For more information, see [www.fin.gc.ca/taxdollar/index-eng.asp](http://www.fin.gc.ca/taxdollar/index-eng.asp)



# CANADIAN CONSUMERS

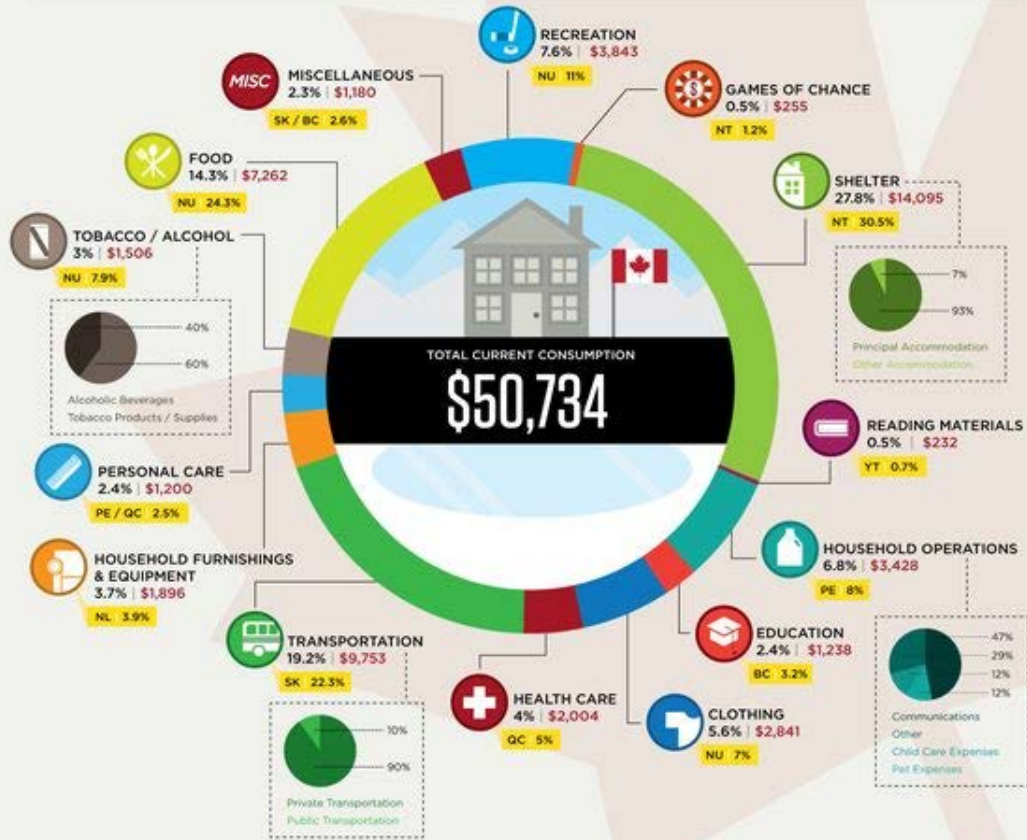
## HOW DOES THE AVERAGE CANADIAN HOUSEHOLD SPEND ITS EARNINGS?

In Celebration of Canada Day 2011, we're taking a closer look at how Canadian families spend their money. Here's a breakdown of the average Canadian household budget based on the most recent government data. For each spending category, you can also see which province or territory spends the biggest percentage.

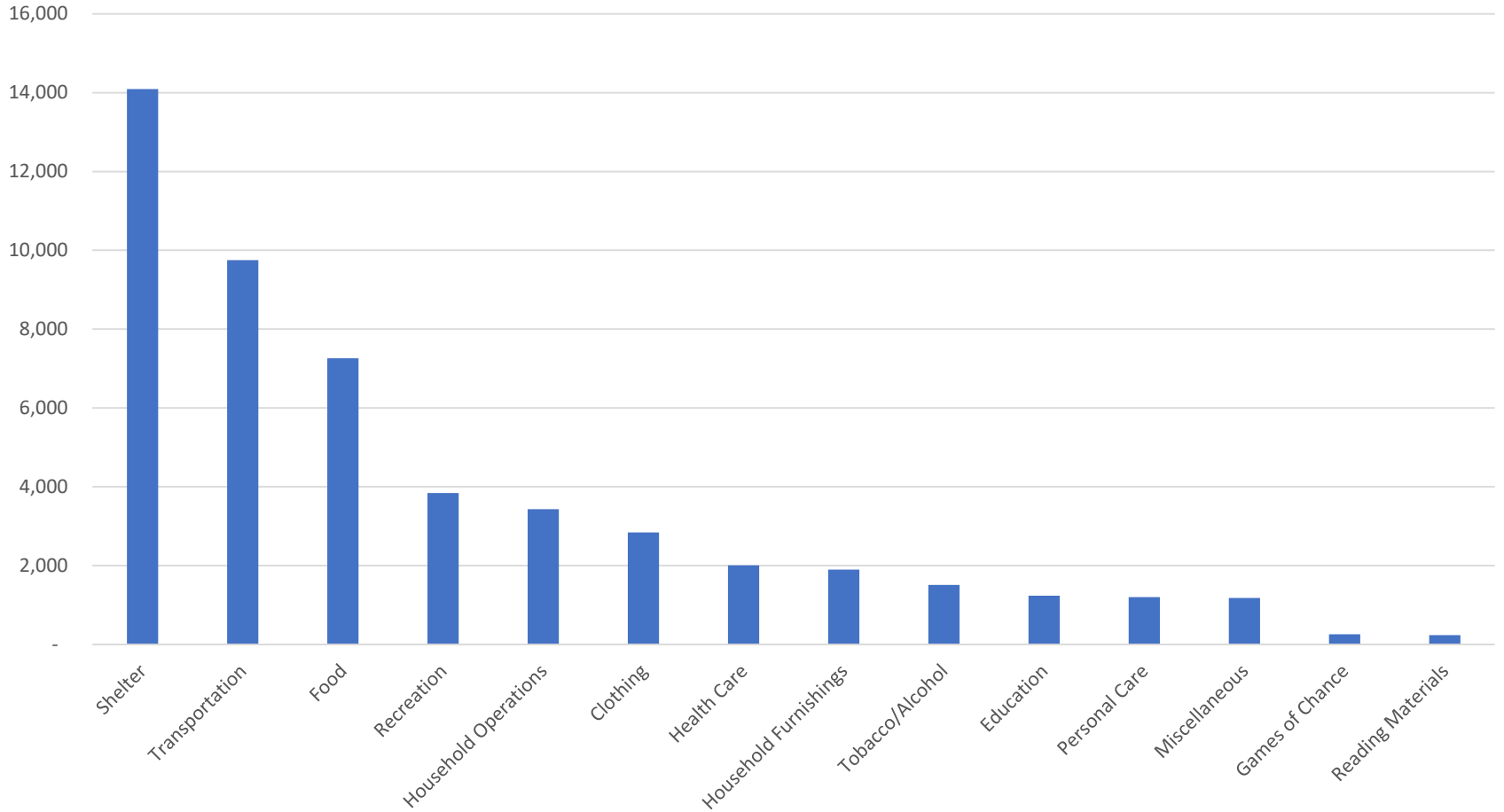


**CATEGORY PERCENTAGE | DOLLAR AMOUNT SPENT (IN CANADIAN DOLLARS)**

**PROVINCE WITH HIGHEST PERCENTAGE**



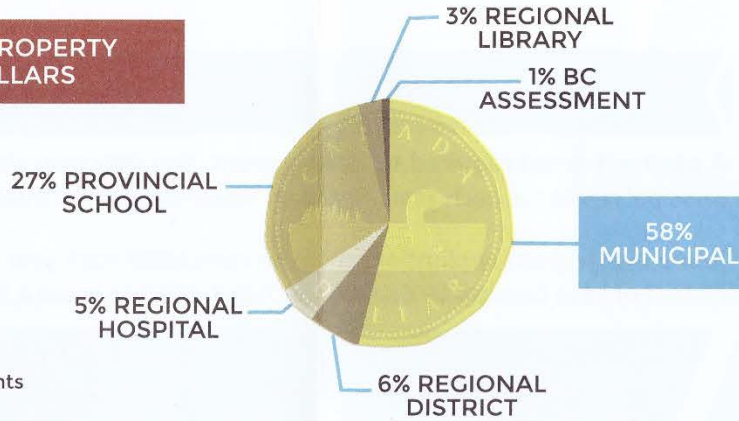
# AVERAGE CANADIAN SPENDING



# 1

## YOUR PROPERTY TAX DOLLARS

The District collects funds for schools, the regional district, the regional hospital district, BC assessment authority, and the municipal finance authority - which accounts for 42% of your tax bill.



What does that **MEAN**?  
When we pay our **TAXES**,  
we'd like to know **WHERE**  
that money **GOES**.  
**WHAT** are we paying for?



### MUNICIPAL PROPERTY TAXES AND USER RATES PAY FOR...



PROTECTIVE SERVICES  
15%



COMMUNITY SERVICES  
5%



RECREATION & CULTURE  
3%



PARKS & FACILITIES  
8%



TRANSPORTATION INFRASTRUCTURE  
14%



ENGINEERING & ENVIRONMENTAL  
6%



WATER SYSTEM  
9%



SEWER SYSTEM  
6%



DEBT  
4%



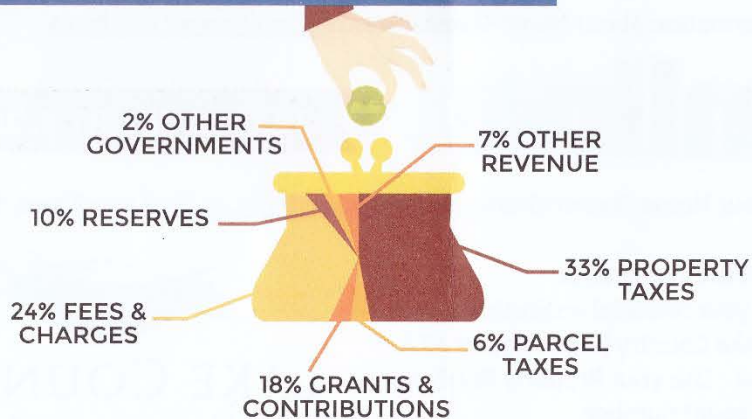
ADMIN  
11%



RESERVES FOR CAPITAL PROJECTS  
18%

# 2

## WHERE THE MONEY COMES FROM FOR THE ANNUAL OPERATING BUDGET



# 3

## 2017 BUDGET

### 2017 BUDGET HIGHLIGHTS:

- Transportation Improvements (\$750,000)
- East Improvements (1.35 million)
- Skateboard Park Improvements (\$250,000)
- Treated Water Reservoir (\$6.5 million)

The District's 2017 operating budget is 23.1 million and the District's 2017 project and capital budget is \$16.7 million, for a total budget of \$39.8 million.

# 1

## YOUR PROPERTY TAX DOLLARS

The District collects funds for schools, the regional district, the regional hospital, BC assessment authority, and the municipal finance authority - which accounts for 42% of your tax bill.

27% PROVINCIAL SCHOOL

5% REGIONAL HOSPITAL

3% REGIONAL LIBRARY

1% BC ASSESSMENT

58% Municipal

6% REGIONAL DISTRICT

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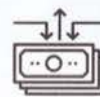
ENGINEERING & ENVIRONMENTAL  
6%



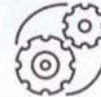
WATER SYSTEM  
9%



SEWER SYSTEM  
6%



DEBT  
4%



ADMIN  
11%

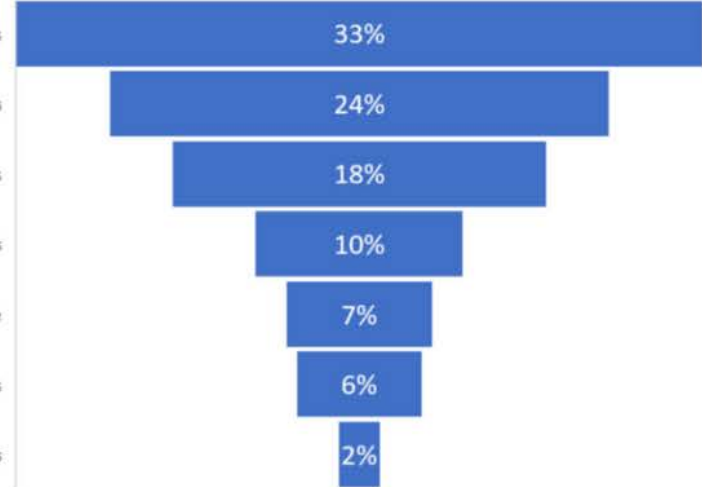


RESERVES FOR CAPITAL PROJECTS  
18%

# 2

## WHERE THE MONEY COMES FROM

Property Taxes  
Fee & Charges  
Grants & Contributions  
Reserves  
Other Revenue  
Parcel Taxes  
Other Governments



# 3

## 2017 BUDGET

### 2017 BUDGET HIGHLIGHTS:

- Transportation Improvements (\$750,000)
- East Improvements (1.35 million)
- Skateboard Park Improvements (\$250,000)
- Treated Water Reservoir (\$6.5 million)

### More information about 2017

We are doing lots of really good things that we want everyone to know about

The District's 2017 operating budget is 23.1 million and the District's 2017 project and capital budget is \$16.7 million, for a total budget of \$39.8 million.

We are doing lots of really good things that we want everyone to know about

# **EXECUTIVE SUMMARY**

# EXECUTIVE SUMMARY

- short document / section of a document,
- summarizes a longer report in such a way that readers can rapidly become acquainted with a large body of material without having to read it all.
- intended as an aid to decision-making by managers.

# FINANCIAL STATEMENT OVERVIEW

## Revenues

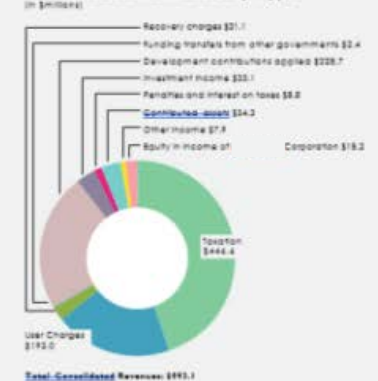
Total revenues in 2015 were \$993.1 million (2014 \$781.2 million), an increase of \$211.9 million.

- Taxation revenues (property taxes and taxation from other governments) in 2015 were \$446.6 million (2014 \$428.3 million), an increase of \$18.3 million.
  - The City had an assessment growth of 0.66 per cent in 2015.
  - City Council approved the 2015 Budget which provided for a 4.0 per cent average property tax rate increase on the City's portion of the total tax bill, which includes 2.0 per cent for the Capital Infrastructure and Debt Repayment Levy. This increase equates to an average 1.3 per cent increase on the total residential tax bill.
- User charges in 2015 were \$192.0 million (2014 \$179.2 million), an increase of \$12.8 million from the prior year.
  - Fees and user charge revenues in 2015 were \$57.0 million (2014 \$47.4 million), an increase of \$9.6 million over the prior year.
    - Recreation program fees increased by \$1.7 million from the prior year.
    - Workz fees increased by \$1.9 million from the prior year.
    - Capital project related fees increased by \$2.2 million from the prior year.
    - Other departmental miscellaneous user fees accounted for the balance of the increase.
  - Transit fares in 2015 were \$75.2 million (2014 \$74.1 million), an increase of \$1.1 million from the prior year.
    - Total 2015 revenue riders were 37.46 million; the 2014 total was 36.61 million.
    - The 2 per cent increase in riders and a fare increase resulted in a revenue increase of \$1.1 million over 2014.
  - Golf green fees in 2015 were \$2.9 million (2014 \$2.7 million), an increase of \$0.2 million from the prior year.

- License and permit revenues in 2015 were \$15.7 million (2014 \$16.1 million), a decrease of \$0.4 million over the prior year.
  - Building permit revenues in 2015 were \$10.3 million (2014 \$11.0 million), a decrease of \$0.7 million over the prior year.
  - Other departmental license and fee increases offset the decrease.
- Rents and concession fees in 2015 were \$21.4 million (2014 \$21.5 million), a decrease of \$0.1 million from the prior year.
- Fine revenues in 2015 were \$19.8 million (2014 \$17.3 million), an increase of \$2.5 million from the prior year.
  - By-law and enforcement fines in 2015 were \$10.1 million (2014 \$7.6 million), an increase of \$2.5 million.
- Recovery charges in 2015 were \$21.1 million (2014 \$26.9 million), a decrease of \$5.8 million from the prior year.
  - Operating-related recoveries increased by \$1.4 million from the prior year.
  - Capital project related recoveries decreased by \$7.2 million from the prior year.
- Funding transfers from other governments in 2015 were \$2.4 million (2014 \$3.0 million), a decrease of \$0.6 million from the prior year.
- Development and other government contributions applied in 2015 were \$228.7 million (2014 \$58.0 million), an increase of \$170.7 million from the prior year.
  - Expenditures on development-related capital projects in 2015 were up significantly from the prior year.
  - Therefore, increased development and government contributions were applied against the expenditures and recognized as revenue from the deferred revenue-obligatory reserve funds in 2015.
- Investment income in 2015 was \$33.1 million (2014 \$35.8 million), a decrease of \$2.7 million.

- Penalties and interest earnings from overdue tax accounts in 2015 were \$8.8 million (2014 \$8.1 million), an increase of \$0.7 million from the prior year.
- Contributed Assets in 2015 were \$34.3 million (2014 \$26.7 million), an increase of \$7.6 million from the prior year.
  - Contributed assets include land under roads, land under infrastructure, as well as general infrastructure (storm sewers, roads, pathways, streetlights, etc.) assumed by the City through development agreements.
- Other revenues in 2015 were \$7.9 million (2014 \$12.5 million), a decrease of \$4.6 million from the prior year.
  - The decrease is due to the change in one-time miscellaneous revenues from year to year.
- The City's share of Corporation's net income in 2015 was \$18.2 million (2014 \$2.6 million), an increase of \$15.6 million from the prior year.
  - From this net income amount, the City was paid a dividend of \$14.4 million in 2015 (2014 \$13.1 million).

## Consolidated Revenues by Type





## Revenues

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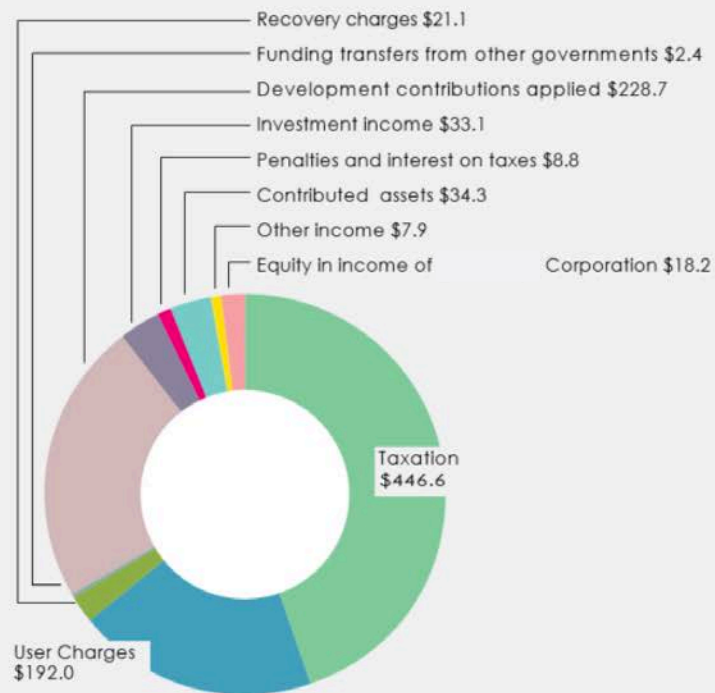
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## Consolidated Revenues by Type

(in \$millions)



## Consolidated Statement of Operations

The consolidated statement of operations reports the annual surplus/ (deficit) from operations during the accounting period. The statement shows the cost of providing the City's services, the revenues recognized in the period and the difference between them

	<u>2015</u>	<u>2014</u>	<u>+(-)</u>
<b>Revenues</b>			
Taxation Revenues (1)	446.6	428.3	18.3
User Charges (2)	192.0	179.2	12.8
Recovery Charges	21.1	26.9	(5.8)
Funding Transfers	2.4	3.0	(0.6)
Development & other government contributions (3)	228.7	58.0	170.7
Investment Income	33.1	35.8	(2.7)
Penalties & interest on overdue tax accounts	8.8	8.1	0.7
Contributed Assets (4)	34.3	26.7	7.6
Other Revenues (5)	7.9	12.5	(4.6)
City's share Corporation (6)	18.2	2.6	15.6
	<u>993.1</u>	<u>781.1</u>	<u>212.0</u>

The City had an assessment growth of 0.66 per cent in 2015.

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<sup>1</sup> - 2.0 per cent for the Capital Infrastructure and Debt Repayment Levy. This increase equates to an average 1.3 per cent increase on the total residential tax bill

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<sup>2</sup> The 2 per cent increase in riders and a fare increase resulted in a revenue increase of \$1.1 million over 2014.

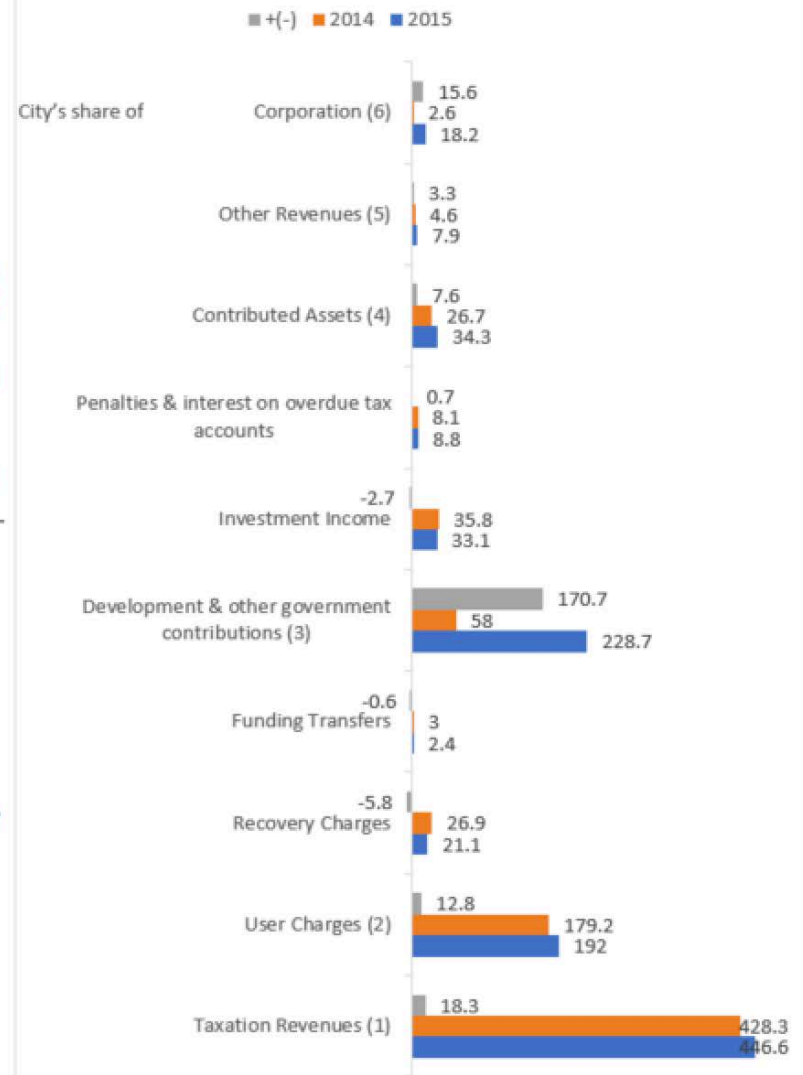
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## Consolidated Revenues by Type (in Millions)



## Consolidated Statement of Operations

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Revenues	+(-)	% Change
Taxation Revenues (1)	15.6	4%
User Charges (2)	179.2	7%
Recovery Charges	26.9	-22%
Funding Transfers	3	-20%
Development & other government contributions (3)	228.7	294%
Investment Income	33.1	-8%
Penalties & interest on overdue tax accounts	8.8	-9%
Contributed Assets (4)	26.7	-28%
Other Revenues (5)	7.9	37%
City's share of Corporation (6)	18.2	600%
	2.6	26%

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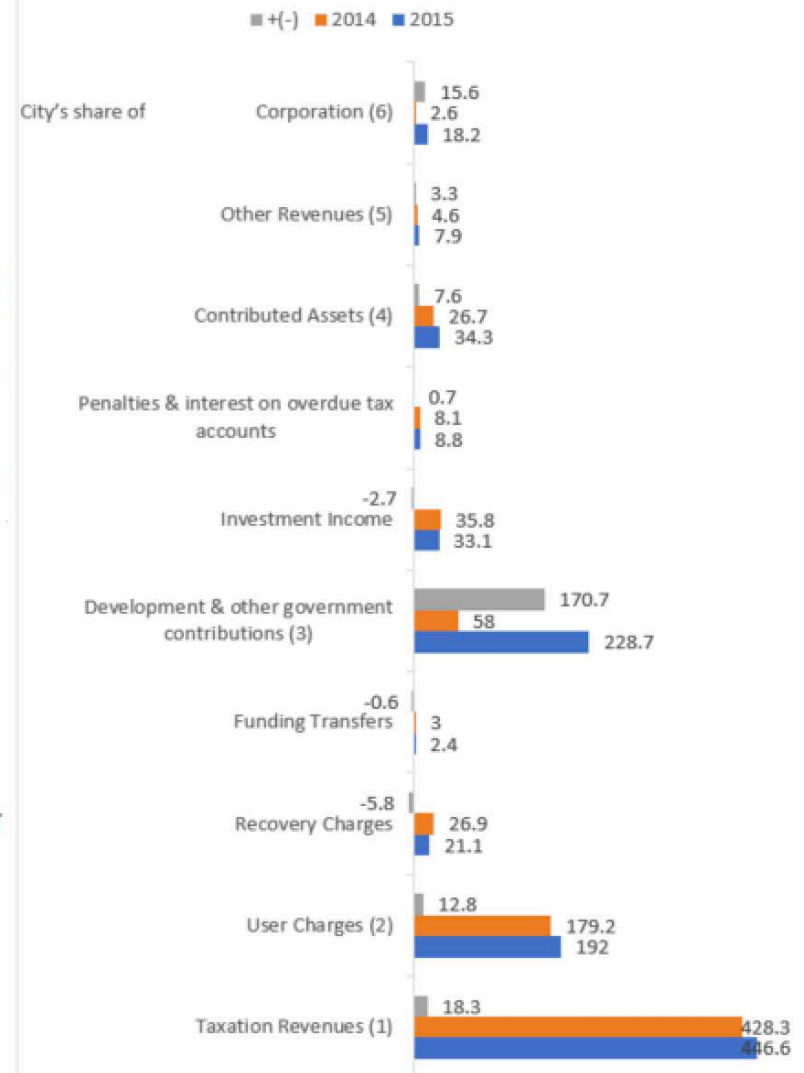
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## Consolidated Revenues by Type (in Millions)



# BULLET GRAPH

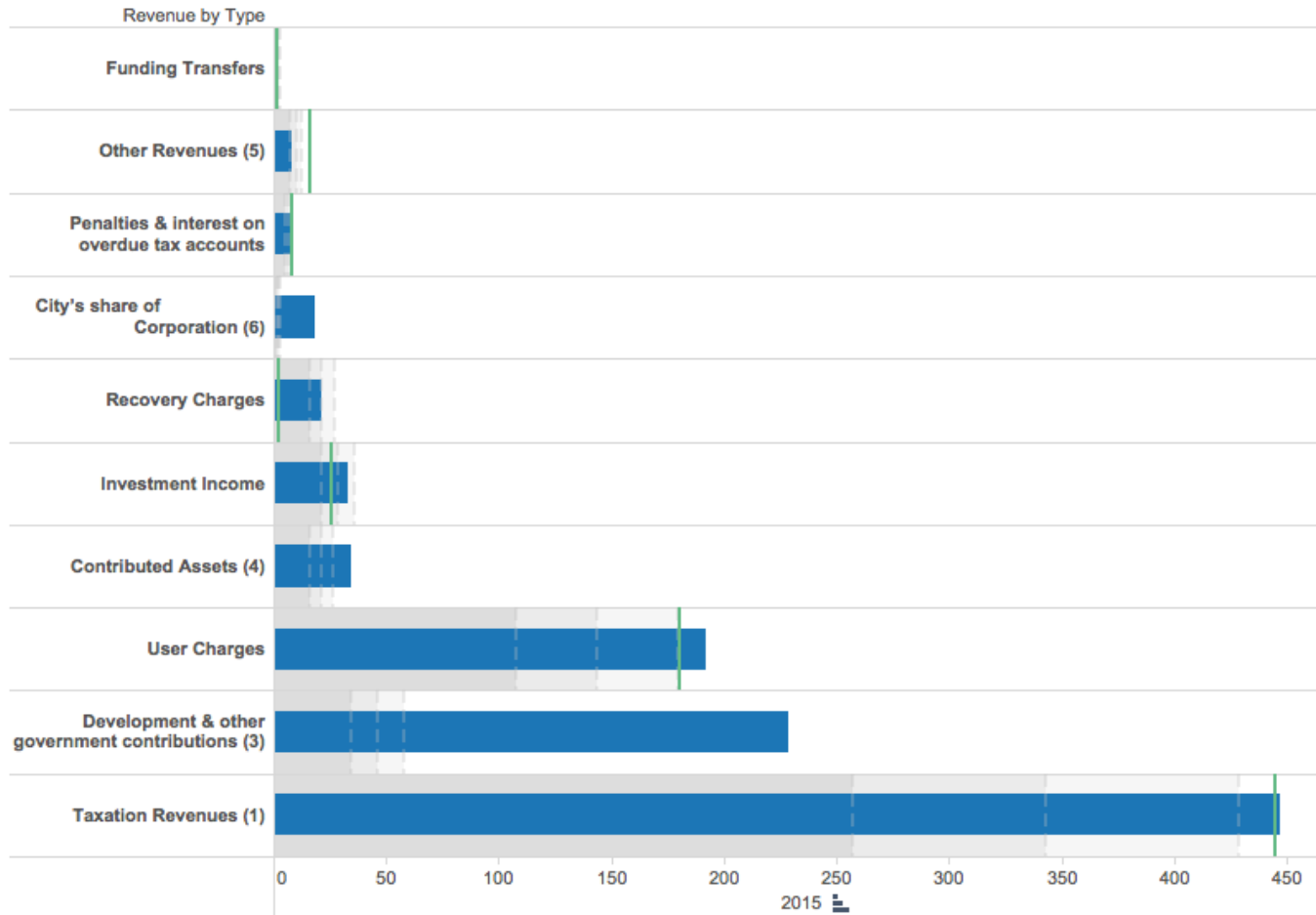
Budget

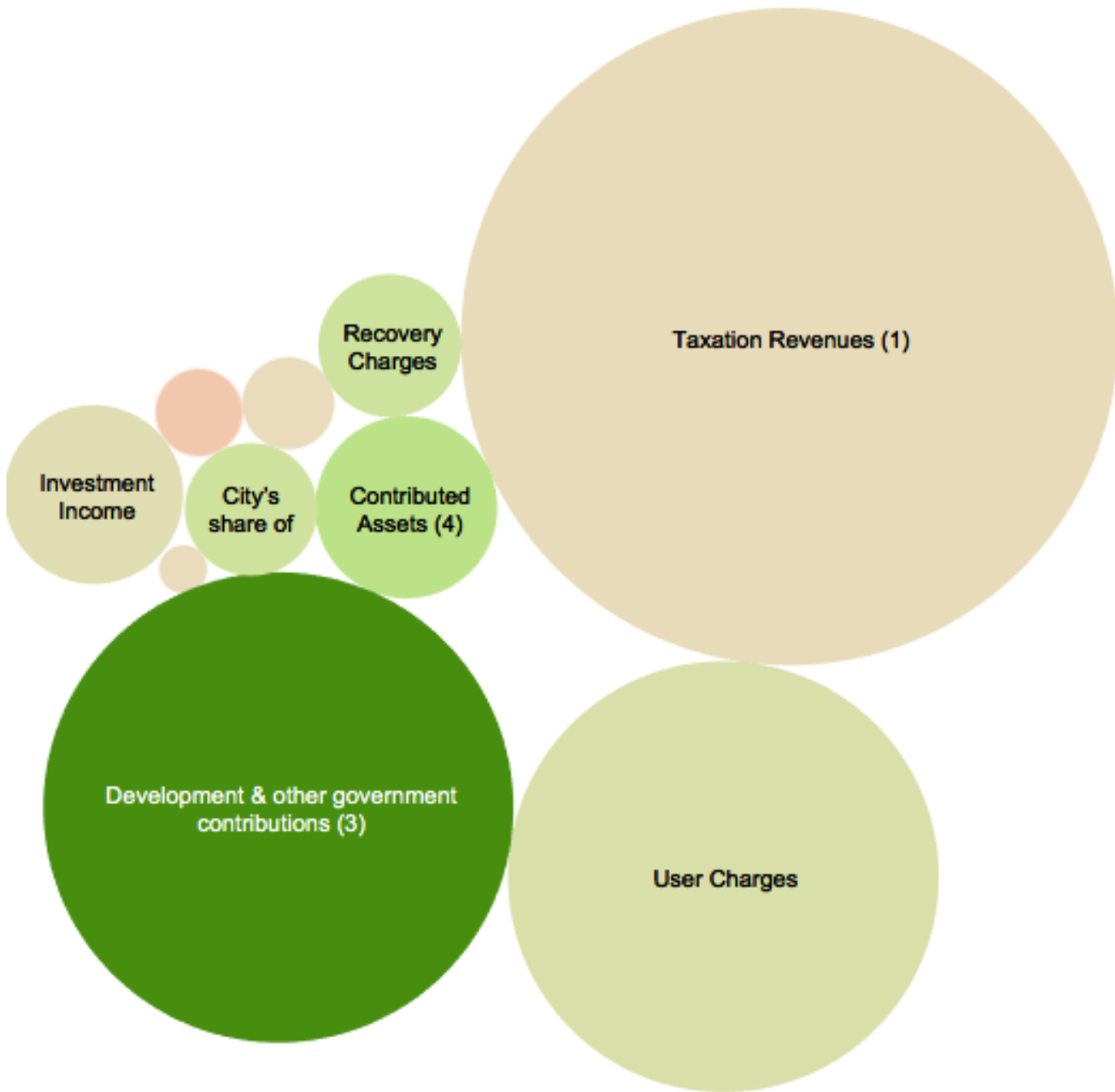


2015

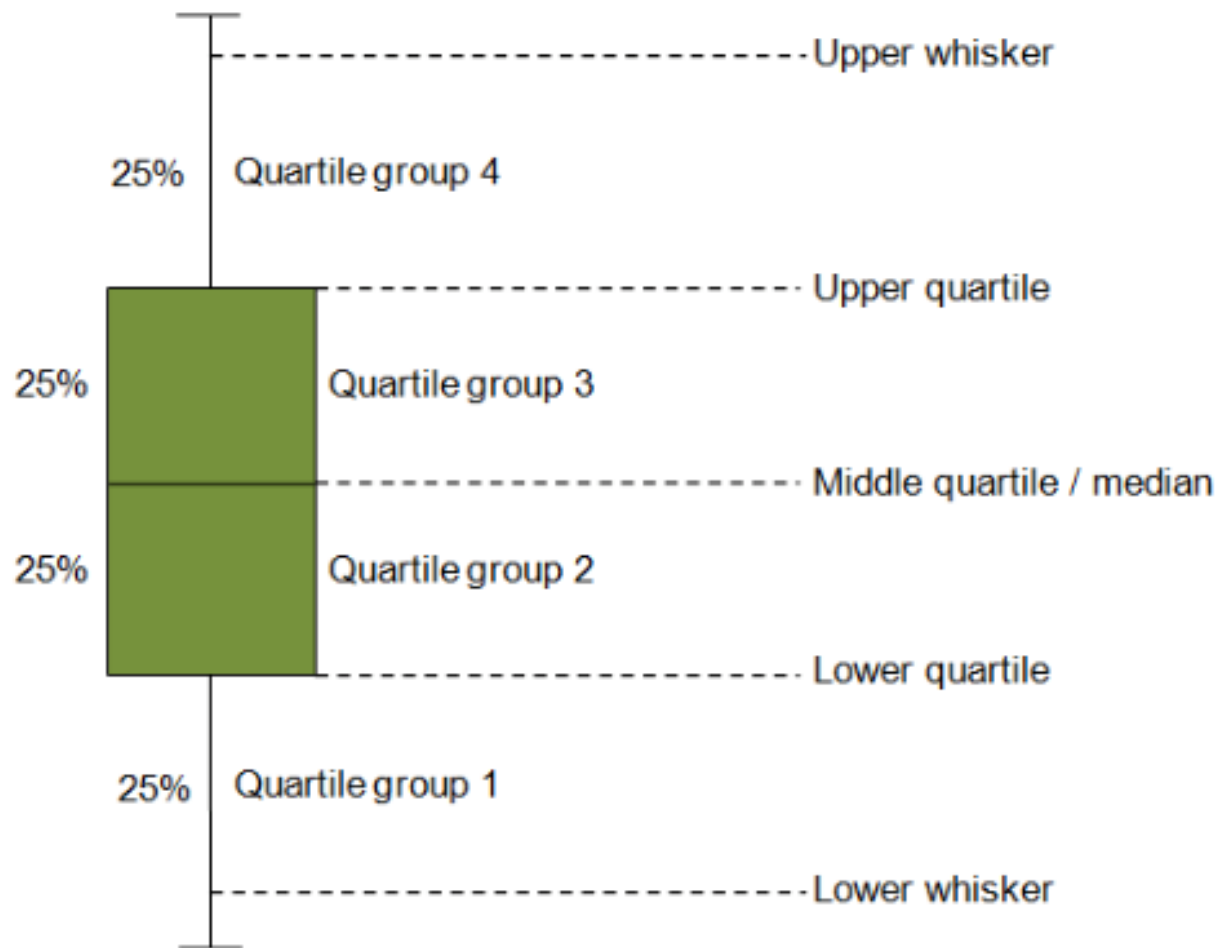


2014

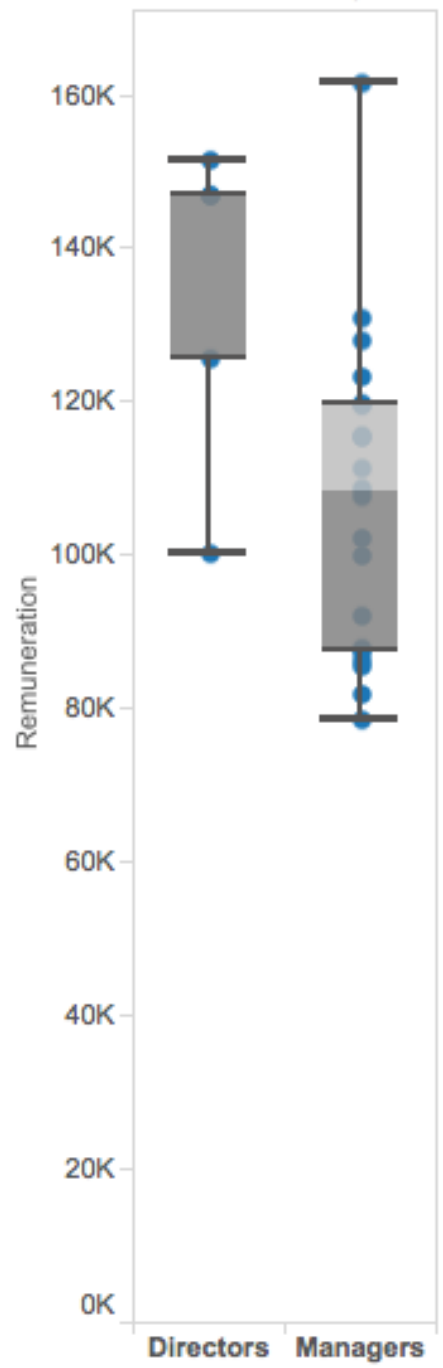




# BOX PLOT



Positions Grouped





9-21-17

# REX MURPHY



"Municipal governments are **CREATURES** of provincial government"  
~ JOEY SMALLWOOD ~

Is there something **HERE** that we are missing?

• Communities have a **SENSE** of **SELF** and genuine **HUMANITY**

• People more often need to be **REMINDED** than they need to be **INFORMED**



You can borrow my truck!

"Bernie Sanders is anti-matter ... with the charisma of a fallen umbrella"

• Trump was the **BENEFICIARY** of change



• This is **CHANGING** now...



• Story of Gander, Nfld after 9/11

• Honeymooners given a house ... to use!



• How did the media miss it?

**SCALE**

• Speak from your **HEART**

... but there are some **ELEMENTS** of **CULTURE** need to reflect our values

• Travellers from around the globe welcomed ... homes, stayed in gym



• Remember those things that give you **WORTH**

What are you making?

... about \$1350/hour



BISCUIT

• Methods of thought, communications being changed

If we are not careful

• People were welcomed and treated as **HUMAN BEINGS**



• Keep your deepest **VALUES** in times of change

• Make the **LINK**

• **both for good & bad** of **COMMUNITY** - those who **SERVE**; those being **SERVED** - do not

• Less communication happens when you overlay **TECHNOLOGY** in community

• can create a **GAP!**

**Questions?**



<http://www.fhblackinc.com>



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