

Responses to City Council Questions on the 2014 Proposed Operating Budget

**The following report is sorted
alphabetically by councillor.**

2014 Operating Budget Questions By Councillor

Branch: *Housing and Economic Sustainability*

Asked By: *Councillor Anderson*

Question #: *14-0520*

Budget Page #: *72*

Please explain CRL expenditures.

Question Answer:

The Community Revitalization Levies revenue and expenditures relate to The Quarters Community Revitalization Levy. Details are provided on pages 383-6. The 2014 expenditure budget is broken down as follows:

	(\$000)
<input type="checkbox"/> Debt Servicing (principal & interest)	<input type="checkbox"/> \$ 1,837
<input type="checkbox"/> Non-capital items (percent for Art)	<input type="checkbox"/> 520
<input type="checkbox"/> Administrative costs (project office)	768
<input type="checkbox"/> Total Expenditures	\$ 3,115

Branch: *Budget Office*

Asked By: *Councillor Anderson*

Question #: *14-0530*

Budget Page #: *108*

Please explain the significance of a 3 year net requirement for a yearly operating budget?

Question Answer:

Although the operating budget is approved on an annual basis, some service packages may have significant impacts proposed for future years as well. The intent of the 3 year net requirement is to provide Council with the overall impact on the tax base for each package after 3 years. In some cases, the approval is only required in the first year; therefore, since the budget is removed in the second year, there is no impact on the tax base overall by the end of the third year.

2014 Operating Budget Questions By Councillor

Branch: *Community Strategies & Development*

Asked By: *Councillor Anderson*

Question #: *14-0540*

Budget Page #: *156*

Please list the grants issued for the \$23,166,000 in expenditures.

Question Answer:

The grants issued are as follows:

FCSS Grants	\$14,209,839
Community Investment Operating Grant	\$3,561,072
Other Partner Contributions (Aboriginal, Sport, Seniors, Africa Centre, WinterCity)	\$1,864,421
Senior Centre Investment program (operating/Emerging/Facility Conservation)	\$1,810,873
Community Facility Partnership grants	\$1,077,700
Emerging Immigrant and Refugee Community Grant Program	\$642,022
TOTAL	\$23,165,927

2014 Operating Budget Questions By Councillor

Branch: *Neighbourhoods, Parks & Community Recreation* **Asked By:** *Councillor Anderson* **Question #:** *14-0550*

Budget Page #: *181*

Are the 9.1 temporary (p181) and the 3.0 temporary (p182) FTE's (and used throughout the binder) made up of a variety of part time employees? (i.e.)

3 at .5= 1.5 FTE

2 at .3= .6 FTE

1 at .9=.9 FTE

TOTAL = 3.0 FTE

Question Answer:

The 9.1 temporary FTE's for operating impacts of capital and the 3.0 temporary FTE's for operating impacts of contributed assets are not part-time employees. These FTE's are seasonal temporary full-time staff, generally working for the summer months. One FTE is equivalent to 2088 hours of work, so these 12.1 FTE's will be comprised of approximately 36 persons working from approximately May to August.

The tasks these FTE's will be completing will be general labour functions associated with Turf, Horticulture, Sportsfields, Servicing, Vegetation Management, Forestry, etc.

Branch: *Fleet Services* **Asked By:** *Councillor Anderson* **Question #:** *14-0560*

Budget Page #: *186*

Please detail the fuel costs changes for 2012, 2013, and 2014 that requires fleet services increases in a number of departments. See Fuel cost reductions page 366

Question Answer:

The total fuel budget for 2014 is \$42.9M, which represents an increase of \$1.36M from 2013. Increased fuel costs represent \$0.29M of this increase, managed in part due to the corporation's hedging strategy. The balance of the increase (\$1.07M) is due to a projected increase in volume resulting from an increase of 4.6M kilometres across user departments.

The \$76,000 decrease in the Traffic Safety Operating budget (page 366) is as a result of a historical adjustment to bring their fuel budget more in line with actuals.

2014 Operating Budget Questions By Councillor

Branch: *Project Management & Maintenance Services*

Asked By: *Councillor Anderson*

Question #: *14-0570*

Budget Page #: *189*

Why is there a variance between FTE's from 39 (pg. 189) to 38 (pg. 190)

Question Answer:

The total number of new FTEs required for 2014 for the Project Management and Maintenance Services branch is 38.0 FTEs (P. 190 Operating Impacts of Capital). The discrepancy of the 1.0 FTE listed on P. 189 (39.0, FMS program) and P. 190 is due to the transfer of an FTE from the Buildings Design and Construction program (P. 187) to the Facility Maintenance Services program (P. 189).

Branch: *Drainage Design and Construction*

Asked By: *Councillor Anderson*

Question #: *14-0580*

Budget Page #: *273*

Please explain, comparing 2014 and 2017, how the dividend can increase significantly while the revenue drops?

Question Answer:

Based on Drainage Design and Construction's business model revenue is generated from three different types of projects:

- a) Drainage Services projects
- b) Other City Department projects
- c) External Projects

Work completed by Drainage Design and Construction for (a) Drainage Services projects and (b) Other City Departments projects is completed at zero profit. Profit is only generated on (c) External Projects. Dividends are paid based on yearly profit earned from External Projects.

For the 2014-2017 cycle we are estimating a increased workload on External Projects, therefore increasing the dividend contribution capacity.

2014 Operating Budget Questions By Councillor

Branch: Community Strategies & Development

Asked By: Councillor Anderson

Question #: 14-0590

Budget Page #:

Could I please get information on the Edmonton Active Recreation and Sport Policy referred to on Page 155.

Question Answer:

The Way We Live strategic plan identified that the City would partner with the sport community, post-secondary education institutions and other stakeholders to develop a sports strategy. To that end, Community Services has engaged a diverse group of representatives to help create a framework for action from which all organizations (sport sector, recreation sector, education sector, health sector, government) can align efforts to maximize active recreation and sport opportunities for all Edmontonians.

Additional engagement strategies include the establishment of three external advisory panels (Jan 2014), the launch of a series of focus group workshops (Feb 2014), a municipal peer review process (Mar 2014), surveys of targeted stakeholders and city residents (May 2014), and presentations to various committees (Sept 2014).

Administration anticipates presenting the Edmonton Active Recreation & Sport Policy to City Council for review in the last quarter of 2014.

An eight member cross-sector Steering Committee has been established, featuring the following individuals:

- Rob Smyth (City of Edmonton)
- Brad Badger (City of Edmonton)
- Roger Kramers (Government of Alberta)
- Bill Wells (Alberta Recreation & Parks Association)
- Kelly Gibbon (Edmonton Sport Council)
- Gary Shelton (Edmonton Sport Council)
- Dr. Vicki Harber (University of Alberta / - Sport for Life)
- Dr. Lorne Parker (Edmonton Public Schools)

Work is underway to finalize organizational representation on the Advisory Panels and at the additional Focus Group sessions. And some draft material has been developed to support initial conversation and dialogue at the first Advisory Panel meetings commencing in January 2014.

This project is still in its early stages, but a final draft Current State Assessment, Literature Review, and Framework for Action is anticipated to be ready to support focus group sessions planned for February 2014.

2014 Operating Budget Questions By Councillor

Branch: Budget Office

Asked By: Councillor Caterina

Question #: 14-0090

Budget Page #:

Between Parks and Community Services - are they the same or are they separate funds? Break it down by functions for each of the programs (parks, Comm. Svcs as a whole).

Question Answer:

On page 17 of the 2014 City Council Operating Budget, the pie chart titled "Where the Money is Spent" includes 12.3% for Parks & Community Services. This amount includes all branches of Community Services and well as the Small Boards and Commissions.

The Neighbourhood, Parks and Community Recreation Branch is 3.0% and Parks specifically is 2.7% of the total 12.3%

	2014	
	Expenditures	%
Community Standards	23,139	1.1%
Community Strategies & Development	40,594	1.9%
Neighbourhoods, Parks & Community Recreation		
Parks	55,516	2.7%
Remaining portion of Branch	6,784	0.3%
Community & Recreation Facilities	94,384	4.5%
Small Boards & Commissions	35,477	1.7%
Total Parks & Community Services Expenditures	255,894	12.3%

2014 Operating Budget Questions By Councillor

Branch: Human Resources

Asked By: Councillor Esslinger

Question #: 14-0080

Budget Page #:

Personnel Costs: do these savings include mental health issues as part of the early return-to-work program?

Question Answer:

We are recognizing some savings as a result of proactively managing mental health issues in the organization. These savings are reflected in the continuous improvement on Long Term Disability return to work results. We have consistently lowered the average duration of these difficult and complex claims from 35 months in 2011 to 33 in 2012 and 25 months in 2013 YTD. The City has exceeded the Workers Compensation Board's goal for providing modified work with a success rate of 76% vs 68% which is the WCB benchmark goal. Our WCB return to work success will positively impact future WCB premiums.

Branch: Transportation Operations

Asked By: Councillor Esslinger

Question #: 14-0310

Budget Page #:

Re: Snow removal - how does the City ensure the quality of work by contractors? What is the percent of contractors to city staff doing this work? How many contractors do we employ in a typical winter?

Question Answer:

Transportation Operations uses both services contracts and hourly equipment contracts for the Snow and Ice Control program. Contractors are monitored by City Contract Inspectors who ensure that work is performed in accordance with performance specifications and to the City's satisfaction prior to issuance of payment.

Approximately 55% of sidewalk plowing is contracted out in 8 zones, 100% of walk clearing for civic building is contracted out in 5 zones and 100% of parking lot clearing is contracted out in 8 zones. With these service contracts, contractors can bid on as many zones as they wish.

For hired equipment we utilize a variety contract equipment as needed. We have 240 pieces of City owned equipment and depending on what work is going on we can have up to 350 pieces of hired equipment working.

2014 Operating Budget Questions By Councillor

Branch: *Edmonton Transit*

Asked By: *Councillor Esslinger*

Question #: 14-0320

Budget Page #:

Re Transit - how do support areas with low ridership? Do we have different levels of service throughout city? How do we address connectivity - do we have same connectivity throughout city?

Question Answer:

As specified in Policy C539, the transit service standards vary depending on time of day and the type of area served by the route (industrial, neighbourhood, community). The service standards include minimum ridership levels, base service frequency, and maximum walking distance. For example, during late night time periods, the minimum ridership level is lower, the frequency of service is lower, and the walking distance is greater. The reduced service standards enable service when demand is lower.

The service provided by ETS is based on demand. ETS planners evaluate the demand on all routes each year. When ridership levels are below the service standard, the route is evaluated for service reduction or route revisions which may result in reduced service frequency, longer travel times, reduced connectivity, or increased walking distance. Routes with high ridership warrant increased frequency to accommodate the higher demand.

Service connectivity is based on demand from point A to point B. The major destinations served by Edmonton Transit are downtown, university, schools, and major shopping centres. ETS also plans to expand cross-town connectivity to serve varying travel patterns between various points in the city. This service is provided by a cross-town ring of three different routes:

Route 23: Mill Woods-Century Park-Leger-West Edmonton Mall. This route was implemented in September 2012 and has been successful in the existing time periods and is warranted for expanded service into weekday evening and Sunday midday.

Route 137: West Edmonton Mall-170 Street-137 Avenue-Northgate-Clareview. This route was first implemented in September 2010 and has been successful in the existing time periods and is warranted for expanded service into weekday evening and weekend midday.

Route 99: Mill Woods-Capilano-Coliseum-Belvedere-Clareview. This route currently only operates between Capilano and Belvedere during peak periods. Expanding the route to Mill Woods and Clareview would improve connectivity in the area and would complete the missing link of the cross-town ring.

Route planning and evaluating is in direct alignment with the strategic plan "The Way.

Another existing cross-town route is Route 33 which operates from Meadows-Millgate-Southgate-West Edmonton Mall.

2014 Operating Budget Questions By Councillor

Branch: Traffic Safety & Automated Enforcement **Asked By:** Councillor Esslinger

Question #: 14-0330

Budget Page #:

Re Office of Traffic Safety - How much are we spending on education and what types of education are we doing for schools and communities? Is there data to demonstrate that over the last 5 years that the # of photo radar tickets has reduced the number of speeders? How many staff has the Office of Traffic Safety had over last 5 years and has that increased over time and why?

Question Answer:

In 2006, when the Office of Traffic Safety (OTS) was established, three primary organizations were providing traffic safety education in the schools. The OTS also provides a broader range of speed related educational programs for communities. These include community signs like "Give our kids a break," the Pace Car Program administered through the Edmonton Federation of Community Leagues, the SpeedWatch program available through the Edmonton Police Service, speed display dollies and trailers, and when warranted permanently mounted Digital Speed Display units. Highly visible education/automated photo enforcement vehicles are also deployed based on complaints of speeding around schools and in communities. Investments into these programs were \$97,000 for Digital Speed Display units, \$216,000 for speed display trailers, \$15,000 for SpeedWatch program and \$80,000 for 5 different traffic safety message sign programs. In addition approximately \$25,000 is spent annually on operating various traffic safety education signage programs. These expenditures are offset by revenues from the automated enforcement programs.

The OTS has observed that there has been a greater increase in speed compliance during mobile automated photo enforcement deployment and a reduction of red light and speed related violations at Intersection Safety Device locations. Greater compliance with established speed limits at photo enforced locations contributes to overall reductions in collisions through general and specific deterrence. In Edmonton, since 2007 to 2012, injury and fatal collisions have been reduced by 11,606 or 16,696 injuries and fatalities. This was achieved with a 12% increase in population, a 12% increase in private passenger vehicles and a greater increase in motorcycles over the same time period.

The Office of Traffic Safety currently has 51 FTE's which are highlighted in the City Auditors report (#CR_447) to the Audit Committee 29th August, 2013. An additional report to the Transportation Committee CR_236, 21 August, 2013 highlights the 14 positions (included in above) that directly support the data, analytics, and business intelligence aspects of Traffic Safety from Engineering, automated photo enforcement, evaluation and key performance indicators (Corporate and OTS internal). The major growth experienced in the OTS relates primarily to the full integration of the automated photo enforcement from private contractor (2007), to police, finance, and transportation, and finally full program responsibility from equipment operation and maintenance, deployment, violation and ticket processing and printing, and all associated data, analytics, and business intelligence requirements.

2014 Operating Budget Questions By Councillor

Branch: Edmonton Police Service **Asked By:** Councillor Esslinger **Question #:** 14-0340
Budget Page #:

Re Police - what programs or supports are in place to address traffic safety and violations at schools? Is it as requested or are all schools supported in the same way?

Question Answer:

Traffic Safety Programs at schools are run through the Alberta Motor Association School Patrol Program.

Speed Watch is a volunteer program run through the Divisions that is equipped through the Office of Traffic Safety (OTS) and supported by EPS. This program involves mobile radar speed displays that can be set up in problem areas which are monitored by volunteers as an awareness program. EPS will support the volunteers in areas of concern if required. At present due to volunteer availability this program is only run in North Division. This program is an option that a school would have regarding a speed related concern.

Supports to address traffic safety and violations at schools are varied. Should any school have a traffic safety concern regarding violations they have been provided with a direct contact procedure to our Traffic Complaints Coordinator. Complaints are assessed and assigned for enforcement either through the Division or through Traffic Section.

Should the school have a speed complaint presented through OTS a speed survey would initially be done and photo enforcement assigned as appropriate. Depending on circumstances OTS could then make a request to EPS for manned enforcement through the Traffic Complaints Coordinator.

Schools with a School Resource Officer also have the option of relaying their concerns through them.

Our Commercial Vehicle Inspection Detail does periodic safety checks on school buses.

Traffic safety concerns regarding physical layout of roadways and lights can be relayed and reviewed through EPS/OTS in conjunction with COE Transportation. EPS are involved in monthly Police and Transportation Committee meetings where these types of concerns are discussed.

EPS also has a "back to school" enforcement blitz each September in conjunction with the Provincial Traffic Enforcement calendar.

2014 Operating Budget Questions By Councillor

Branch: Community Strategies & Development

Asked By: Councillor Esslinger

Question #: 14-0350

Budget Page #:

Re Community Services Advisory Board - Community Investment Hosting Grant - The Provincial Government has a similar program - how are the City and Province programs different? Do we ask as part of the application process if applicants have also applied and/or received funding from Provincial Government or other groups? Is this a factor in our decision to award funds? Has the overall amounts in the program increased, decreased or stayed the same over the last five years?

Question Answer:

The Province has an Event Support Program Grant program that “focuses on sport, recreation, parks and wildlife program development. The program provides financial support to communities and associations to assist them in hosting major events, and as a result, promotes economic growth throughout the province.” (<http://www.asrpf.ca/grant-funding-programs/event-support-program.aspx>)

The City of Edmonton Community Investment Program Hosting Grant is available for recreation, amateur and multicultural not-for-profit organizations to host provincial, western Canadian, national or international events within the City of Edmonton.

Organizations are encouraged to seek as many different sources of funding in order to increase their financial sustainability. However, it is not a factor in awarding the hosting grant.

The budget for the hosting/Travel grant portion of the Community Investment Program is \$140K for 2013. The scale for funding an even is up to the maximum of \$5k, depending on the scope of the event.

Over the past 5 years, the total annual hosting grants allocated have fluctuated between \$29K and \$76K. This fluctuation is due to the number of eligible applicants submitting every year. Any remaining funds are put towards travel grants.

2014 Operating Budget Questions By Councillor

Branch: Arts Council

Asked By: Councillor Esslinger

Question #: 14-0360

Budget Page #:

Re Edmonton Arts Council - Community Investment Program - Project Grants for Individual Artists? The Provincial Government has a similar program - how are the City and Province programs different? Do we ask as part of the application process if applicants have also applied and/or received funding from Provincial Government or other groups? Is this a factor in our decision to award funds? Has the overall amounts in the program increased, decreased or stayed the same over the last five years? Can applicant apply for grants every year?

Question Answer:

Response provided by Edmonton Arts Council

The Edmonton Arts Council supports individual Edmonton artists through three main project grant streams. They are the Travel Grant program, the MicroGrant program, and the Project Grant program for individual artists. All three programs are consolidated on the expenditure line "Individual Artists" in the proposed 2014 budget.

The Project Grant for Individual Artists is the largest in terms of budget. The Travel Grant and MicroGrant programs support more projects annually, but at lower dollar amounts.

Project Grant for Individual Artists have been a priority area of investment for the Edmonton Arts Council in recent years. (Arts Recommendation #7 the Art of Living plan page 39). As of 2013, this program represents approximately 6.5% of the granting budget managed by the EAC, an increase from 4.8% in 2009.

- 2013: \$600,000
- 2012: \$600,000
- 2011: \$460,000
- 2010: \$204,050
- 2009: \$217,000

The EAC uses a peer jury process to determine who will receive funding and in what amount. A new jury is created for each annual Individual Artist Project grant deadline; the jury is guided by the published assessment criteria. Those criteria include budgeting factors, and applicants are required to submit a complete project budget as part of their application.

Juries regularly note if applicants have requested or confirmed funds from other sources, and this influences the outcomes of the assessment.

There are parallel programs run by both the Provincial and the Federal Governments through various agencies. Unlike those grants, the Edmonton Arts Council program is focused specifically on Edmonton artists, and includes assessment of the potential community impact of the project for Edmonton.

The Project Grant for Individual Artist program is very competitive, regularly attracting between 100 and 150 applications annually. Success rates vary year to year, currently averaging around 35%. Individuals are eligible to apply annually for projects, regardless of their previous funding history.

2014 Operating Budget Questions By Councillor

Individual artists and their work are the foundation of our arts community, advancing creative thought, contributing to an art form and providing our community with a reflection of itself. These projects are the research and development activity of the creative sector, feeding the greater arts ecosystem locally and for export.

2014 Operating Budget Questions By Councillor

Branch: Neighbourhoods, Parks & Community Recreation

Asked By: Councillor Esslinger

Question #: 14-0370

Budget Page #:

Neighborhoods, Parks & Community Recreation - The proposed budget identifies high-needs communities as priority for funding - how many green shack programs are being considered here without additional funding of Green Shack program (\$275,000). How much would be necessary to provide funding to pre 2013/STEP Grant withdrawal days? How many communities were making use of the STEP Grant to fund green shack programs? The mandate of the EFCL is clear but, in addition it also acts as representatives. How much of the EFCL Operating Budget is spent on as representative of the leagues with government, agencies and businesses? Are community leagues expected to fund green shack programs as part of the operating budgets? Do we direct community leagues how to spend their operating dollars from city?

Question Answer:

1. How many green shack programs are being considered here without additional funding of Green Shack program (\$275,000)

Criteria for selecting neighbourhoods which will receive a Green Shack program are currently being re-developed and will be weighted toward challenged neighbourhoods. Without additional funding, Green Shack programs will operate in approximately 125 neighbourhoods.

2 How much would be necessary to provide funding to pre 2013/STEP Grant withdrawal days? As indicated in the service package, \$275,000 will be needed to replace the funding previously accessed by community partners from the provincial STEP employment grant.

3 How many communities were making use of the STEP Grant to fund green shack programs? 137 neighbourhood Green Shack programs benefited from STEP employment funds in 2012.

4. How much of the EFCL Operating Budget is spent on as representative of the leagues with government, agencies and businesses?

Most of the money spent on advocacy would be on staff salaries, particularly those staff members who are involved in this work, including the EFCL's Community Development Officer, who sits on two City of Edmonton traffic safety committees, as well as the city's aquatic user group, the gym user group (as part of the Joint Use Agreement with school boards) and the city's arena user group. This position also connects with REACH Edmonton, a number of multicultural organizations and the Downtown Arena Development Committee.

Other individuals most involved in advocacy roles include the EFCL's community planner (who works with the City on various task forces and issues, including revitalization of older neighborhoods, transit oriented development, zoning reviews, surplus school sites, new neighborhood development guidelines, social housing policies, etc.) and the EFCL Executive Director.

Approximately \$100,000 of EFCL staff time is spent on representing the league with government, agencies and businesses. This total represents one fifth of our overall staff budget and about one eighth of the EFCL's entire budget.

5. Are community leagues expected to fund green shack programs as part of the operating budgets?

2014 Operating Budget Questions By Councillor

The purpose of the Community League Operating Grant is to provide funding assistance to help Community Leagues to offset expenses incurred by providing programs, events, services and facilities to community residents. Community Leagues are not specifically expected to fund the Green Shack program from their Operating Grant. In the past, Community Leagues have contributed use of their hall, bathrooms and funding to the Green Shack program.

6. Do we direct community leagues how to spend their operating dollars from city?
We don't direct community leagues to spend their operating dollars from the City.

2014 Operating Budget Questions By Councillor

Branch: Community Strategies & Development

Asked By: Councillor Esslinger

Question #: 14-0380

Budget Page #:

Re Cultural Groups - do we fund them similar to Community Leagues? Can I get a list of which groups we fund and how much?

Question Answer:

The City's operating grant supporting cultural groups is called the Emerging Immigrant and Refugee Community (EIRC) Grant. This Grant supports emerging immigrants and refugee community groups to settle and integrate into daily life in Edmonton. The EIRC grant program has four components:

- a Space Rent Subsidy to assist groups to access space,
- a small Cultural Heritage Grant for projects up to \$5,000 that strengthen cultural identity,
- a Community Event Grant that subsidizes events that bring community members together, and
- a Program Delivery Partnership Grant that promotes emerging immigrant and refugee community organizations to partner with established organizations to address gaps in services for members of their community.

The EIRC grant program is administered as an entry level grant and provides a level of mentoring and coaching for groups who are learning about the granting process. The grant builds community capacity and promotes civic involvement of newcomers to Edmonton.

Community Leagues, in contrast, have two specific grant programs within the Edmonton Federation of Community Leagues (EFCL) budget. They are the Community League Operating Grant, and the Community League Infrastructure Grant.

2014 Operating Budget Questions By Councillor

2013 EIRC - Program Delivery Partnership Grant

Name of Organization / Applicant	Description of Project
Boys & Girls Clubs Big Brothers Big Sisters	Out of School Time - Summer Program
Castle Downs Family YMCA	Engaging Somali Women and Girls in Healthy Choices &
Family Law Office	Cultural Liaison Specialist Project

2013 EIRC - Space Subsidy

Name of Organization / Applicant	Brief Description of Space
African Cultures and Traditions Society of Edmonton	Africa Centre 13160 - 127 Street
African School Parents Association of Alberta	3442 Parsons Road
Alberta Somali Community Center	#202, #201, 10212 - 127 Avenue
ArbreDeVie Fine-Arts World Fellowship	8535 - 182 Street
Association de Ressortissant de Djibouti en Alberta	3244 Parson Road Suite 4
Bentiu Community Association in Alberta	
Cameroonian Association of Edmonton	PO Box 4352 South Edmonton
Canadian Helping Hands For Mothers & Youth Society	12130 - 161 Avenue
Canadian Volunteers United in Action Society	#214, 8627 - 91 Street
Council for the Advancement of African Canadians in Alberta	PO Box 64072, 11528 - 107 Avenue
Diko-Na-Asige Food Production Foundation	10646 - 101 Street
Edmonton Harari Community	13160 - 127 Street
Indo-Canadian Women's Association (ICWA)	7712 - 36 Avenue
Iranian School's Society of Parents & Teachers (ISSPT)	4350 - 111 Street
Jikany Nuer Community Association	2622 - 49 Street
Melody Cultural and Community Centre	10609 - 101 Street
Nyarkenyi Development Foundation of Alberta	3711 - 135 Avenue
Oromian Community Association of Northern Alberta	9636 - 105A Avenue
Oromian Community of Northern Alberta	Africa Centre 13160 - 127 Street
Rwandan Canadian Family Society of Edmonton	Africa Centre 13160 - 127 Street
Somali Canadian Education and Rural Development Organization	12052 Fort Road
Somaliland Cultural Association of Edmonton	10711 - 107 Avenue
South Sudanese Nuer Canadian Cultural Society	3912 - 118 Avenue
Sudanese Canadian Dinka Cultural Society	#2, 10610 - 105 Street
Sudanese Canadian Naath Association of Edmonton	3912 - 118 Avenue
Sudanese Cultural League of Edmonton	8904 - 118 Avenue
United Bilal Community Society of Alberta	Africa Centre 13160 - 127 Street
United Cultures of Canada Association	#303, 9488 - 51 Avenue
Uror Community Development Association of Alberta	3912 - 118 Avenue
Western Canadian Angolan Society	10704 - 108 Street

Name of Organization / Applicant	Name of Event
African Canadian Art Society	South African Summer Got Together - Afro Jazz
Professional Network Association	Africa Summit Turning Friday, November 29, 2013
African Cultures and Traditions Society of Edmonton (Bridge of Nations)	their cultural diversity and heritage to the local community
African School Parents Association of Alberta	Black History Month Soiree

2014 Operating Budget Questions By Councillor

Branch: *Transportation Planning* **Asked By:** *Councillor Esslinger* **Question #:** *14-0390*
Budget Page #: *101*

Re Development Services - why was there a substantial decrease in Revenue for 2014?

Question Answer:

There is a shift in the Development Services program (p. 381) "Revenues & Transfers" of approximately \$600K to \$0 to enable full cost recovery under the Current Planning Business Model. Development Services was collecting a proportionate revenue based fee on Sustainable Development's signed Servicing Agreements. The same revenue is still collected from development, however under the proposed scenario, it will be 100% retained within Sustainable Development. An off-set of revenues to Development Services will be managed by inter-municipal recoveries instead. This area of the budget was increased to better manage work flow and funding transfers between internal business areas. In subsequent years, as expenditures (staff) are increased or decreased to manage the level of development activity, the inter-municipal recoveries are anticipated to be adjusted accordingly, up or down. Funding for the adjustments will come from the Current Planning Business Model.

Branch: *Community & Recreation Facilities* **Asked By:** *Councillor Esslinger* **Question #:** *14-0400*

Budget Page #:

Re Edmonton Valley Zoo - while most other City facilities saw an increase in fees the Zoo did not - please advise rationale.

Question Answer:

The Zoo's rates in 2013 were increased for the new facility improvements as well as the inclusion of the small train and merry-go-round in the admission price. Another increase in price would be difficult to market and would impact attendance volumes.

Each year, we strategically review fees for each facility. Our review of the Zoo included both an Optimum Price review, a bench marking review, and an historical rate increase review. Our assessment indicates that we can better market the experiences at the zoo by maintaining current prices. There is potential risk of losing more revenue through customer loss than what would be gained via a price increase.

2014 Operating Budget Questions By Councillor

Branch: Vehicle for Hire
Commission

Asked By: Councillor Esslinger

Question #: 14-0410

Budget Page #:

Re 2014 Vehicle for Hire fees - one group went up 344% Tax Broker License Issue or Renewal - please advise rationale.

Question Answer:

The Vehicle for Hire Taxi Broker fees impact 5 brokers, while other fees, including those that impact drivers, remain largely unchanged in 2014. The proposed fee increase aligns with existing cost recovery principles and levels of service. In addition, the Taxi Broker fees remain below rates charged by comparable municipalities such as Calgary, where licensing fees are \$1,650.

The increase brings the Taxi Broker Licence fee in line with other specialized business licences. Fees that directly apply to the taxi driver will not be increased. These proposed fee changes align with the revenue projections for the Vehicle for Hire unit, as presented to Council in the 2014 Proposed Operating Budget.

Branch: Current Planning

Asked By: Councillor Esslinger

Question #: 14-2170

Budget Page #:

Please provide information regarding the approval process and timelines of the permitting process.

Question Answer:

Current Planning of Sustainable Development offers a range of services supporting residential and commercial development in Edmonton. As part of an ongoing commitment to accountability and transparency, quarterly reports are provided to stakeholders and the public.

The Quarterly Activity Report contains detailed information on Current Planning activity volumes, processing timelines, financials, and trends over time.

The Quarterly Progress Report contains information on changes happening within Current Planning, updates on major initiatives, and a snapshot of current activity trends.

Both Reports can be found at the following link:

http://www.edmonton.ca/bylaws_licences/licences_permits/current-planning-branch-performance-reports.aspx

The final Process and Timeline Approvals report will be advanced to the January 21, 2014 Executive Committee meeting.

2014 Operating Budget Questions By Councillor

Branch: *Drainage Services*

Asked By: *Councillor Gibbons*

Question #: *14-0450*

Budget Page #:

Storm water lakes: Will strategies the City used to correct slime and ice pathway issues at Hollick Kenyon Lake, also be used to correct similar issues at other storm water lakes?

Question Answer:

This question was reassigned to the Utilities. Please see question 14-009U.

Branch: *Traffic Safety & Automated Enforcement*

Asked By: *Councillor Gibbons*

Question #: *14-0460*

Budget Page #:

Traffic at P3 schools: Does the budget address problems regarding excessive traffic around P3 schools?

Question Answer:

All new schools including P3 schools now require on-site school drop off facilities to be incorporated as part of the project to better accommodate and manage traffic when these schools are operational. As such, part of the P3 school budgets already incorporate better traffic management through requiring these facilities.

2014 Operating Budget Questions By Councillor

Branch: Neighbourhoods, Parks & Community Recreation

Asked By: Councillor Gibbons

Question #: 14-0470

Budget Page #:

Playgrounds: In this budget, are there new plans to provide funding for community playgrounds either through the City or developers?

Question Answer:

For the City of Edmonton, playgrounds are considered as part of the Capital Budget cycle, and new plans for playgrounds will be brought forward in the 2015-2018 Capital Budget Cycle.

Community playgrounds are typically developed or re-developed through the NPDP – Neighbourhood Park Development Program through partnership between the City and community groups.

The Neighbourhood Parks Development Program (NPDP) has been allocated for the 2012 - 2014 capital budget cycle and plans are currently under development for the 2015 – 2018 capital budget process.

During 2013, Sustainable Development has begun a Shared Park Development (SPD) program where developers are encouraged to partner with the City in an effort to develop park sites including playgrounds concurrent with neighbourhood development.

The Shared Park Development Program has a \$2,000,000 allocation from 2012 - 2014 and is based on a park development cost sharing model.

The SPD program is set up for a partnership with the developer's to provide base level development (turf/trees/sports fixtures etc). Any playground development included within the project scope is funded 100% by the developers.

In 2014, Community Services will be implementing a simplified process for playground development.

2014 Operating Budget Questions By Councillor

Branch: *Edmonton Police Service* **Asked By:** *Councillor Gibbons* **Question #:** *14-0480*
Budget Page #:

Speeding in residential neighbourhoods: Is there a funded or funded plan in the budget allocated to address the problem of speeding in residential neighbourhoods?

Question Answer:

The closest thing to a "program" to address speeding complaints in residential neighborhoods is called "Speedwatch". This is a program run by volunteers and equipped by the Office of Traffic Safety (OTS). Simply put volunteers are supplied with mobile radar that is set up in areas of concern. This is only an awareness program with speeds displayed to drivers. There is no contact between volunteers and violators. Police will assist in areas where the problem persists. At this time due to volunteer availability the program is only run in North Division.

The OTS has been experimenting with reducing speed limits in certain residential neighbourhoods. They should be contacted for specifics. Speed issues attributed to road design is addressed by OTS and Transportation.

OTS and EPS do work together to address specific speed complaints. Speeding complaints in residential neighborhoods are dealt with as they are received. Speed complaints most commonly are initially approached through a speed survey done by the OTS which measures violation times, speeds and volume. As appropriate photo enforcement may be deployed. Should the problem require manned enforcement OTS makes that request through the EPS Traffic Complaints Coordinator. Enforcement would then be assigned through the Division or Traffic Section as appropriate.

Branch: *Neighbourhood Renewal* **Asked By:** *Councillor Gibbons* **Question #:** *14-0490*
Budget Page #:

Back alley repairs: Is there a schedule and allocated funding for back alley repairs in north east Edmonton?

Question Answer:

Currently there is no funded alley renewal program in place within the City of Edmonton. In the absence of a funded alley renewal program, and outside regular maintenance work (pothole and patch repairs), alley renewal is usually done in one of two ways.

- Method 1: Some paved alleys are reconstructed/resurfaced as part of utility (ATCO, EPCOR, Drainage) work restoration. In these situations, the Utility pays for the restoration.
- Method 2: The second method is through a local improvement petitioned by benefiting property owners where property owners pay 100% of the cost.

A 50/50 local improvement Alley reconstruction pilot program was completed recently for Sakaw (2011) and McLeod (2012) but no future funding for this pilot project is allocated. The pilot project had limited (mixed) success (as some projects were successfully defeated by property owners). The use of local improvements has been problematic and may not have the public support required to have a predictable and sustainable alley renewal program.

2014 Operating Budget Questions By Councillor

Branch: *Neighbourhood Renewal* **Asked By:** *Councillor Gibbons* **Question #:** *14-0500*
Budget Page #:

Road repair: Is there a schedule and allocated funding in place for road repair in Hollick Kenyon and Matt Berry?

Question Answer:

Northeast road reconstruction program scope includes replacement of road with special drainage enhancement, selective concrete repair to address soft subgrade conditions that exist in the areas of Mayliewan, Ozerna, Matt Berry and Hollick Kenyon.

For 2012 - 2014, approximately \$8 Million dollars are allocated annually were allocated towards Northeast road reconstruction program.

Branch: *Neighbourhood Renewal* **Asked By:** *Councillor Gibbons* **Question #:** *14-0510*
Budget Page #:

Road repair: Is there a schedule and allocated funding for repair or resurfacing of 195 Avenue east of 18 Street to the City Limits.

Question Answer:

There is no funding available for the rehabilitation of 195 Avenue in the current Capital Budget cycle which ends in 2014. If the proposed arterial funding is approved by Council for the 2015 - 2018 Capital Budget, the required work on 195 Avenue could be scheduled as early as 2016. East of Meridian Street, 195 Avenue becomes a collector road. This section can also be scheduled in the same time period using funds from the Neighbourhood program.

2014 Operating Budget Questions By Councillor

Branch: *Assessment and Taxation* **Asked By:** *Councillor Knack* **Question #:** *14-0050*
Budget Page #:

How do our taxes compare to the municipalities in the region? Other large cities across Canada?

Question Answer:

The following tables provide information on how the City of Edmonton's taxes compare to other municipalities in the capital region.

For information on how the City of Edmonton's taxes compare to other cities across Canada, a 2012 survey prepared by the City of Calgary has been provided as Attachment 14-0050.

2014 Operating Budget Questions By Councillor

Residential			Non-Residential		
Rank (Low to High)	Municipality	Taxes per \$100,000 of Assessment	Rank (Low to High)	Municipality	Taxes per \$100,000 of Assessment
1	Leduc County	\$330	1	Parkland County	\$673
2	Sturgeon County	\$349	2	Stony Plain	\$706
3	Parkland County	\$358	3	Leduc County	\$737
4	Strathcona County	\$460	4	Beaumont	\$832
5	Fort Saskatchewan	\$469	5	Fort Saskatchewan	\$878
6	Stony Plain	\$486	6	Strathcona County	\$883
7	Edmonton	\$529	7	Spruce Grove	\$893
8	Spruce Grove	\$556	8	Leduc	\$904
9	Beaumont	\$598	9	Sturgeon County	\$977
10	Leduc	\$623	10	St. Albert	\$1,149
11	St. Albert	\$781	11	Edmonton	\$1,456

Taxes are determined by multiplying the assessment value by the tax rate. The method for assessing property in Alberta is uniform, but the amount of assessment in a particular category can vary greatly. Those jurisdictions with larger non-residential assessment bases are more easily able to maintain low residential tax rates. In addition, Edmonton does not tax Machinery and Equipment. Those jurisdictions that tax it have the assessment included in their non-residential assessment below.

Rank (Low to High)	Municipality	Residential Taxable Assessment	Non-Residential Taxable Assessment	Ratio of Non-Res to Res
1	Beaumont	\$1,999,895,700	\$120,042,930	0.06
2	St. Albert	\$8,738,110,130	\$1,254,736,500	0.14
3	Stony Plain	\$1,906,515,970	\$302,336,590	0.16
4	Spruce Grove	\$3,509,822,500	\$658,071,050	0.19
5	Edmonton	\$105,706,261,865	\$37,399,234,220	0.35
6	Leduc	\$3,205,053,130	\$1,259,410,280	0.39
7	Parkland County	\$5,211,836,910	\$3,136,666,250	0.60
8	Sturgeon County	\$3,091,306,150	\$1,884,275,980	0.61
9	Fort Saskatchewan	\$2,694,085,700	\$2,195,485,610	0.81
10	Strathcona County	\$15,039,600,753	\$13,701,428,247	0.91
11	Leduc County	\$2,240,360,000	\$4,232,900,000	1.89

As non-residential tax rates are typically higher than residential tax rates, those municipalities with higher ratios of non-residential to residential assessment are more easily able to maintain lower tax rates. This becomes more apparent when comparing non-residential assessment to population.

2014 Operating Budget Questions By Councillor

Rank (Low to High)	Municipality	Non-Residential Taxable Assessment	Population (2011 Federal Census)	Non-Res Assessment per Person
1	Beaumont	\$120,042,930	13,284	\$9,037
2	St. Albert	\$1,254,736,500	61,466	\$20,414
3	Stony Plain	\$302,336,590	15,051	\$20,087
4	Spruce Grove	\$658,071,050	26,171	\$25,145
5	Edmonton	\$37,399,234,220	812,201	\$46,047
6	Leduc	\$1,259,410,280	24,279	\$51,872
7	Sturgeon County	\$1,884,275,980	19,051	\$98,907
8	Parkland County	\$3,136,666,250	30,568	\$102,613
9	Fort Saskatchewan	\$2,195,485,610	19,051	\$115,243
10	Strathcona County	\$13,701,428,247	92,490	\$148,140
11	Leduc County	\$4,232,900,000	13,541	\$312,599

2014 Operating Budget Questions By Councillor

Branch: Budget Office

Asked By: Councillor Knack

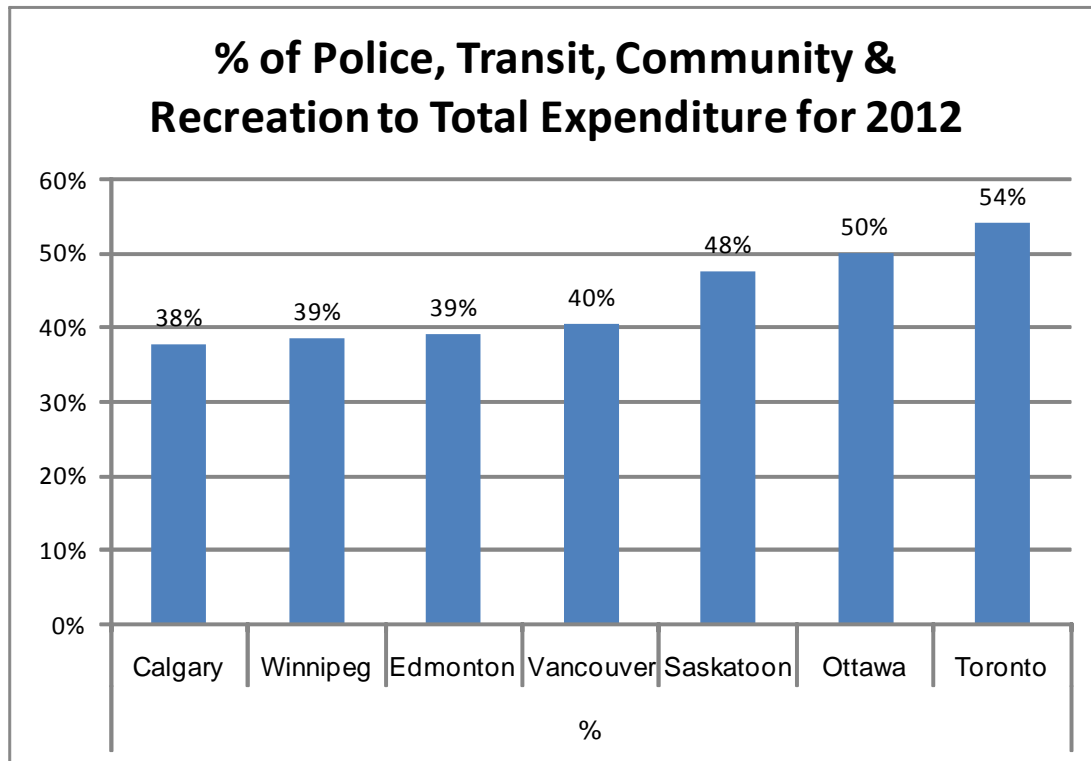
Question #: 14-0060

Budget Page #:

44.5% of our expenditures are on Police, Transit and Parks & Community Services. How does that compare to other large cities in Canada?

Question Answer:

The following chart shows the comparison with other large cities in Canada on expenditures for Police, Transit, Parks & Community Services based on 2012 year end actual expenditures. Please note that there is no identical comparison as there are differences in terms of how each municipality provides the services, thus the table is meant as a general overview.



2014 Operating Budget Questions By Councillor

Branch: Human Resources

Asked By: Councillor Knack

Question #: 14-0130

Budget Page #:

Within the Personnel departments, can we get a more detailed breakdown of manager/supervisors as compared to front line over the same time frame of 2009-2014? What is the ratio of supervisors to staff and how has that changed since 2009? (Similar to that of what is provided in Attachment 1 of the Drainage Rate Filing)

Question Answer:

The number of employees reporting to each manager has increased over the last five years. In 2009, the ratio of full-time equivalents (FTEs) to Managers was 61.5. In 2013, this has increased to 70.4 reflecting the impact of decreasing the number of senior managers through a realignment of structure and an increasing employee base.

In 2012, as part of an initiative to enhance HR reporting, it was determined that new data elements need to be tracked. As part of Supervisor 101 training, the need to automate the tracking of supervisors was identified. This information was captured and is now stored in our HRIS system.

A total of about 740 individuals were identified as supervisors and eligible for the training. It is important to note that while these individuals were identified as supervisors many of them perform other technical and specialist functions beyond employee supervision.

Based on the November 1, 2013 employee number of 11,909 the supervisor to employee ratio is approximately 16 employees per supervisor.

2014 Operating Budget Questions By Councillor

Table 1: Comparison of Management Positions to 2008 to 2013*

	2008	2009	2010	2011	2012	2013	% Change 2008 to 2013
City Manager	1	1	1	1	1	1	
General Manager	8	8	8	7	5	5	Decreased 37.50%
Branch Manager	33	36	35	30	30	29	Decreased 12.00%
Director	102	105	108	112	115	115	12.70%
Total Senior and Middle Manager Counts	144	150	152	150	151	150	4.00%
Remaining City FTE	8,686.7	9218	9690	9938.4	10,300.2	10,564.6	17.8%
Total City FTE	8,830.7	9,368	9,845	10,088.4	10,451.2	10,714.6	17.6%

*EMS and Goldbar FTEs have been removed from this analysis, excludes Boards and Commissions, Police and Library

Table 2: Personnel Costs*:

	2012	2013
Senior and Middle Manager Management Personnel Costs	\$29,645,799	\$30,264,053
All Remaining Employee Personnel Costs	\$770,631,281	\$840,551,947
Senior and Middle Management Personnel Costs as a Percentage of Total Personnel Costs	3.7%	3.5%

*excludes Boards and Commissions, Police and Library

Branch: Budget Office

Asked By: Councillor Knack

Question #: 14-1150

Budget Page #:

Is it possible to be provided the actual numbers for all branches back to 2009? If so, can we also get the % change from 2009 to 2014 (I do not require the difference between each year, just the difference from the 2009 Actuals to the 2014 Budget)?

Question Answer:

Please refer to Attachment 14-1150 for the actuals by Branch for 2010 to 2013 (October year to date) as well as the 2014 Budget. The information for 2009 has not been provided as it was under a different structure and would not be comparative information.

2014 Operating Budget Questions By Councillor

Branch: Community & Recreation Facilities

Asked By: Councillor Knack

Question #: 14-1160

Budget Page #:

Different branches note that maintenance and operations of new facilities are increasing personnel cost. For example, there is an increase for Personnel cost in the Community and Recreation Facilities Branch, the Neighbourhood & Parks & Community Recreation Branch as well as the Project Management Maintenance Branch. In order to get a better understanding of the true cost of what larger facilities (ex: Recreation Centres) is it possible to receive a budget that reflects the true cost of a facility such as Terwillegar? I do not need every facility listed but I feel this would help give me a better idea of what it costs to run a facility like this.

Question Answer:

Cost to Run Terwillegar Community Recreation Facility				
2012 Actuals				
Total costs for operating and maintaining the Terwilliger Community Recreation Centre and the district park are as follows:				
Branch	Type of Cost	Expenditures	Revenues	Net Tax Levy
Community & Recreation Facilities	Operational	\$ 6,421	\$ 9,310	\$ (2,889)
Neighbourhood, Parks & Community Recreation	snow removal & ground maintenance	\$ 237	\$ -	\$ 237
Project Management & Maintenance Services	building & custodial costs	\$ 2,140	\$ -	\$ 2,140
Total		\$ 8,798	\$ 9,310	\$ (512)

2014 Operating Budget Questions By Councillor

Branch: Neighbourhood Renewal

Asked By: Councillor Knack

Question #: 14-1170

Budget Page #: 26

Based off the response given to a previous question from Councillor Walters it was made to sound like increasing the Neighbourhood Renewal budget to 2.0% would not be beneficial as the City would not have the capacity to renew more areas. Therefore where do we stand on the issue of back alley reconstruction as noted on P. 26?

Question Answer:

There is benefit to increasing the neighbourhood renewal budget to 2% as the additional funding can:

- increase renewal work (for neighbourhood overlay, collector/local renewal, alley renewal);
- allow for the movement of the equivalent MSI funding to increase funding for other MSI compliant City programs (for example Arterial renewal)

For neighbourhood reconstruction, an additional \$10 million annually is required to add one additional neighbourhood reconstruction project for every two years (average neighbourhood reconstruction cost is \$20 million and typically take 2 years to complete) and that would require an additional 1% tax levy or requiring an a total tax levy of 2.5% for 2014. Logistically it is difficult to add or advance neighbourhood reconstruction in the short term (in years 1 and 2, 2014 - 2015), because of coordination with Drainage and other utilities to complete their underground work.

The increase of the neighbourhood tax levy to 2% could be used to facilitate the alley reconstruction program however the actual work in the alleys could not commence for 2 to 3 years to provide time for public consultation and coordination with utilities.

Branch: Information Technology

Asked By: Councillor Knack

Question #: 14-1180

Budget Page #:

What steps must the City take to have the City Budget available as part of our Open Data network? Is there an additional cost required? When is the earliest this could be done?

Question Answer:

Staff from the Financial Services and Utilities Department and the IT Branch would work together to define what data would be made available on the Open Data Catalog; for example, to define what granularity to display the data. As part of regular process, thorough review of the data would be conducted to ensure confidential information is not made public and the data reconciles to the information in the budget system and any other published information. An appropriate narrative would also need to be provided so that citizens would have the necessary context to find, understand and use the data.

Besides the staff time spent defining the data, there will be no additional costs.

Staff would be able to start work on this item in January 2014, with the goal to have the solution implemented by the end of May 2014.

2014 Operating Budget Questions By Councillor

Branch: Community & Recreation
Facilities

Asked By: Councillor Knack

Question #: 14-1190

Budget Page #: 141

According to P. 141 Terwillegar requires a \$500,000 investment in staffing and accounts to increase revenue by \$500,000. Should we not be able (or target) increasing revenue by more than what is required on the expenses side?

Question Answer:

After 2 full years of operations, this increase is an alignment of the budget to reflect the actual revenue and expenditures of the facility.

In addition to this budget alignment, there will be other increases to the revenue budget of Terwillegar in the amount of \$340K.

2014 Operating Budget Questions By Councillor

Branch: Community & Recreation Facilities

Asked By: Councillor Knack

Question #: 14-1200

Budget Page #: 142

(P. 142) Is it possible to receive a breakdown of Materials, Goods and Supplies in the context of what amount is being put towards new facilities versus expanded facilities? Same question applies to the Utility costs listed on P.142.

Question Answer:

The breakdown of Materials, Goods and Supplies is below:

Materials, Goods and Services & Utilities Breakdown		
In 000's		
	Materials, Goods and Services	Utilities
Operating Impacts of Capital		
New Facilities (Clareview & Meadows)	\$ 362	\$ 607
Expanded facilities (Louise McKinney, Queen Elizabeth Park, & Victoria Park Pavillion)	\$ 26	\$ 16
Total Operating Impacts of Capital	\$ 388	\$ 623
Misc.	\$ (26)	\$ 35
Utilitiy Increase - existing facilities		\$ 1,592
Total	\$ 362	\$ 2,250

2014 Operating Budget Questions By Councillor

Branch: Community & Recreation
Facilities

Asked By: Councillor Knack

Question #: 14-1210

Budget Page #: 146

On P. 146 it is noted that if we do not increase funding for Facility Operations that we could lose revenue yet for 2013, even though we saw an increase in attendance we did not bring in additional revenue. How will the branch ensure this does not happen again? Obviously revenue will increase when we open new facilities but will it increase in existing facilities? Will you track this going forward?

Question Answer:

Revenue increased from 2011 to 2012 by 7.7% or from \$41,644K to \$44,843K, as noted in the 2013 and 2014 budget submissions.

Funding the new recreation centres (as noted on p. 146) will allow the Branch to have the resources to fully animate and program the facilities.

The revenue increases for 2014 in the amount of \$1.5M (\$1,102K and \$410K) are for existing facilities through growth of attendance and fee increases (p. 141). The Branch monitors its attendance figures for each facility regularly and works to set programs, services, pricing and marketing initiatives to attract customers, thus increasing attendance and revenue.

Branch: Community & Recreation
Facilities

Asked By: Councillor Knack

Question #: 14-1220

Budget Page #: 144

(P. 144) Why did revenues decrease in River Valley Operations from 2012 to 2013? Based off the 2012 Actuals we will only see a \$7,000 increase in revenue for 2014 - from 2012 - but expenses will rise by \$627,000 in 1 year and \$872,000 over 2 years. Can you provide some insight into this? How many additional ha of parkland will need to be maintained?

Question Answer:

Budgeted expenditures in 2013 have increased by \$340K over 2012. The increases were due to River Valley Growth operating impacts of capital, most significantly Shumka Stage and promenade extensions at Louise McKinney and Whitemud Park Amenity Buildings.

Budgeted expenditures in 2014 have increased by \$627K over 2013. The total hectares of parkland will not increase in 2014. Increased expenditures are mainly due to additional new trails and the operation of new amenity buildings, including Louise McKinney Riverfront Buildings, Plazas and Staircase and the Victoria Park Pavilion.

Revenue earned in River Valley Operations is mainly for picnic sites rentals. The budgeted revenue has increased by \$67K from 2012 to 2014.

2014 Operating Budget Questions By Councillor

Branch: Community & Recreation
Facilities

Asked By: Councillor Knack

Question #: 14-1230

Budget Page #: 148

(P. 148/149) Do we have the approximate economic impacts of the Tour of Alberta for 2013? What about the proposed economic impacts of the FIFA Women's World Championships?

Question Answer:

Tour of Alberta - The estimated economic impact from the Tour of Alberta is \$30 - \$35 million for Alberta, and \$10 million for Edmonton. A full assessment is being conducted for the 2013 event.

FIFA - an economic impact assessment has not yet been completed for the 2014 and 2015 Women's Tournament. However, based on historical information, Canadian Soccer Association reports that the economic impact for Canada having hosted the 2007 FIFA U-20 Men's World Cup was \$259 Million (although Edmonton was one of the host cities, the local economic impact is not known). The Women's tournaments in 2014 & 2015 are expected to be in the same range as the 2007 event, but official projections are not yet determined.

Branch: Community Standards

Asked By: Councillor Knack

Question #: 14-1240

Budget Page #: 152

(P. 152) Building maintenance and custodial services are increasing 8.8% year over year and 16.5% since 2012. What steps have been taken since 2012 to try and reduce this cost? If none, what can be done this year to ensure we do not experience this level of increase next year?

Question Answer:

Previous cost increases were associated with intra-municipal charge increases relating to a Council approved service package, corporate directed cost recovery policy changes and increased servicing demand costs. The Community Standards Branch administers the external parking enforcement contract and provides space, vehicle and equipment partially billed through intra-municipal services. Increasing maintenance and servicing requirements to litter, graffiti, waste receptacle programs primarily associated with Capital City Clean-up (CCCU) efforts support this current increase. No additional increases to this expenditure area are anticipated beyond 2014.

Efforts will continue to ensure maintenance and servicing efforts are efficient as other more cost effective service delivery options are explored. Further, on-going partnership development with CCCU corporate sponsors will continue in support of cost reductions.

2014 Operating Budget Questions By Councillor

Branch: Community Standards

Asked By: Councillor Knack

Question #: 14-1250

Budget Page #: 153

(P. 153) It is written that Animal Care and Control Centre "continued a downward trend" while "core services in 2014 will remain consistent with previous years" yet revenue is expected to rise by \$500,000 (15.5%) over the 2013 budget. What will we be doing differently in 2014 to generate the increase in revenue?

Question Answer:

A number of enhanced programming and education efforts have contributed to the downward trend of animals coming into the city's holding facility. With program funding and services remaining consistent for 2014 an enhanced online pet licensing process coupled with focused enforcement compliance efforts are expected to generate an additional 10,000 new licenses. The branch will be re-focusing education and awareness dollars in support of this licensing effort. The combination of an improved customer online experience, additional education and media hype together with a fair and measured compliance and enforcement approach, should generate the additional revenue.

The licensing of family pets is the cornerstone of responsible pet ownership. A licensed pet allows a safe and speedy return home, reduces euthanasia, and license revenue supports local rescue groups, and improve animal health services at the Animal Care & Control Centre. Pet owners are required by bylaw to license their cat(s) and dog(s).

2014 Operating Budget Questions By Councillor

Branch: Community Strategies & Development

Asked By: Councillor Knack

Question #: 14-1260

Budget Page #: 159

(P. 159/162) Considering we were able to achieve 81% funding using \$1,056,500 for the Community Facility Partner Capital Grant Program why would we need to spend an additional \$2,000,000 on a one-time basis? Would it be more beneficial to receive (as an example) an additional \$400,000 on an ongoing basis as that additional amount should cover the missing 19% and provide the program with greater stability? Would it be possible to receive a list of what projects were funded last year?

Question Answer:

This program was created with the intention of funding 25% of total eligible project costs with applicants providing the remaining costs of their capital project.

Projects awarded funding in 2013 received 81% of their requested funds. Three of those were approved for multi-year funding commitments into 2014, which will complete their request. As a result, there is less funding available for new applicants in 2014.

Over half the new applicants in 2013 were not approved for funding due to a lack of available grant funding, thus the need for the request for additional ongoing funding.

In 2013, the entire budget for this program was allocated. Submitted projects totaled \$54.6M which represents \$13.6M in City commitment based on the 25% funding model of the program.

Please find attached the list of projects awarded funding in 2013 (see attachment). For more information about this program, please see Council Report #CR_428.

2014 Operating Budget Questions By Councillor

Summary of Previous Approved Multi Year Grants							
Group Name	Project Name	100 % Total Project Costs	Eligible Requested / COE Maximum (25% of Project cost)	2011/2012 Grant	2013 Grant (Previously Approved)	2014 Grant (Previously Approved)	Total COE funding
North Edmonton Gymnastics Club	NEGC New Facility Development Project (purchase, relocate and retrofit)	\$5,390,574	\$1,347,644	\$381,230	\$500,000	\$466,400	\$1,347,630
Edmonton Radial Railway Society	High Level Bridge Streetcar Line Extension	\$1,175,497	\$283,874	\$150,000	\$143,900		\$293,900
Westmount Fitness Club	Facility Renovations (Roof and Hallway Repairs)	\$259,521	\$64,880	\$37,250	\$24,300		\$61,550

2013 Community Facility Partner Capital Grant Recommendations

Group Name	Project Name	100 % Total Project costs	Eligible Requested / COE Maximum (25% of Project cost)	2013 Grant Request	Proposed 2013 Grant Award	Proposed 2014 commitment	(Total COE funding 2011-2014) for 2013 applicants
Fringe Theatre Adventures	High Performance Facility Solution - Arts Barns Environmental Systems Upgrade	\$320,108	\$80,027	\$12,000	\$12,000		\$12,000
Punjab United Sports & Heritage Association	Vision 2020 - Phase 2 -MTRS	\$1,312,500	\$328,125	\$328,125	\$217,425	\$110,700	\$328,125
Edmonton Seniors Slo Pitch Association	Airways Park Slo Pitch Upgrades	\$880,000	\$220,000	\$220,000	\$85,625	\$134,375	\$220,000
Edmonton Chinese Garden Society	Main Entrance Gate, Edmonton Chinese Garden	\$293,000	\$73,250	\$73,250	\$73,250		\$73,250

2014 Operating Budget Questions By Councillor

Branch: Fire Rescue Services

Asked By: Councillor Knack

Question #: 14-1270

Budget Page #: 168

(P. 168) The benchmarks listed show that we are well off target. How have they increased or decreased over the last five years and what steps are being taken to reach those benchmarks?

Question Answer:

Total response time performance for arrival of first pumper company (2008 - 2013):

2008: 66%, 2009: 65%, 2010: 75%, 2011: 78%, 2012: 80% , 2013 (to Sept) 82%

Total response time has improved over the past five years due to internal efficiencies. Total response time is comprised of three elements:

- a) Emergency Communication time has improved by 40% since 2008 due to the implementation of a protocol named Quick Accept dispatching.
- b) Turnout time from the fire station has improved by 15% since 2008 due to improving processes within fire stations and designing a more functional layout.
- c) Travel time to the event has remained static since 2008, despite the addition of new fire stations in the Meadows, Ellerslie and Heritage Valley communities, and the addition of a sixth rescue truck crew. Factors that influence travel time can include traffic volume and congestion, road construction, as well as physical distance that events are located from the nearest responding unit.

Full first alarm assignment performance (2008 – 2013):

2008: 84%, 2009: 88%, 2010: 88%, 2011: 86%, 2012: 82% , 2013 (to Sept) 82%

Full first alarm assignment response time is a performance measure that reflects city-wide response coverage for fire events. Full first alarm assignments are defined as assembling a minimum crew of 16 firefighters at a fire event, which involves a minimum of 4 fire crews responding from a number of fire station locations within Edmonton.

Challenges we are currently faced with in meeting response time performance measure targets include new fire station development not matching recent population growth in outlying areas of the city, where we are experiencing increases in number of events. Travel distance to such events takes longer from existing fire stations (especially for the fourth arriving unit) and therefore full first alarm response time performance has been decreasing.

As part of the 2014 Operating Budget, Fire Rescue Services is requesting the funding of 45.0 FTEs to staff the new Lewis Farms fire station with a Pumper and Ladder unit as a step to increase full first alarm response time performance.

2014 Operating Budget Questions By Councillor

Branch: Neighbourhoods, Parks & Community Recreation

Asked By: Councillor Knack

Question #: 14-1280

Budget Page #: 176

(P. 176) What is the breakdown of the \$450,000 between the increase in utilities due to inflation versus the operating costs for new capital construction?

Question Answer:

The increase of \$450,000 in Utilities and Other Charges for NPCR is made up of an increase in Utilities due to inflation of \$305,000 and an increase of \$145,000 due to new capital construction and contributed parkland.

Branch: Neighbourhoods, Parks & Community Recreation

Asked By: Councillor Knack

Question #: 14-1290

Budget Page #: 175

(P. 175/176) Personnel costs have increased by 37.3% since 2011, the branch was over budget in 2012 for Personnel Costs by 14.5% and the Personnel Budget for 2013 was listed in the 2013 Approved Budget as \$33,857,000 whereas the Personnel Budget for 2013 as listed in our 2014 Budget is \$39,232,000. New parkland has been listed as the primary need to increase personnel cost. Since 2011, how much new parkland are we responsible for (both total and %) and what is our benchmark for personnel to parkland maintained? How has this ratio changed since 2011?

Question Answer:

The 2014 Personnel budget numbers reflect the current NPCR branch organizational structure, which includes additional staff resources from an internal departmental restructuring that occurred in the spring of 2013. This has increased the 2014 figure by 13% since 2011, when adjusted for restructuring.

Added to this are the costs of maintaining new inventory that the branch will be responsible for in 2014. This is reflected in the Operating Impact of Capital service package. (Page 181)

Turf inventory has increased by an average of 116 ha annually since 2011, and new facilities such as Terwillegar have come on stream. Often increases in inventory come from forestry, flower/shrub beds, playgrounds, sports fields, parking lots, aquatic features which have task standards and service levels that are factored into the development of staffing requirements.

2014 Operating Budget Questions By Councillor

Branch: Neighbourhoods, Parks & Community Recreation **Asked By:** Councillor Knack **Question #:** 14-1300

Budget Page #: 183

(P. 183) The Province officially suspended STEP in 2013. What have they said about 2014? Considering it was only suspended, why should we be responsible to fund something that is Provincial responsibility?

Question Answer:

The Province has not provided any information regarding a reactivation or a replacement for the STEP employment program.

Provision of community recreation programs such as the Green Shack program is a municipal responsibility.

In response to an April 3, 2013 Community Services Committee inquiry, at the July 3, 2013 City Council meeting, the Community Services department was encouraged to prepare a Green Shack service package for consideration during the 2014 operating budget.

Branch: Project Management & Maintenance Services **Asked By:** Councillor Knack **Question #:** 14-1310

Budget Page #: 186

(P. 186) Can a breakdown (tradespeople, custodial, admin staff) be provided for the \$942,000 increase for Personnel?

Question Answer:

The breakdown is as follows:

Tradespeople	17	\$550K
Custodial	18	\$315K
Admin Staff	3	\$77K
Total New FTEs	38	\$942K

Some of these costs will be partially recovered as a result of cost-recovery associated to new facilities in LRT, Police, Library, etc.

2014 Operating Budget Questions By Councillor

Branch: Project Management & Maintenance Services

Asked By: Councillor Knack

Question #: 14-1320

Budget Page #: 187

(P. 187/188) Building Design and Construction will manage \$533 million in Capital Projects and the operating requirement is \$1,026,00 whereas Landscape Design and Construction will manage \$30.5 million in Capital Projects yet the operating requirement is \$2,763,000. Why is there such a difference?

Question Answer:

The key role of both sections is to protect the City's and the public's interests by being a knowledgeable owner and ensuring that projects are delivered to meet the immediate and long term needs of the City. While both sections deliver capital projects, due to the differing complexities the operating models used are vastly different. Buildings Design and Construction (BDC) provides planning and project management services to other City Departments and partner groups for the design, construction and renovation of City facilities. The size and multifaceted nature of the projects delivered require external architects, consultants and contractors to provide design and construction services with project management oversight provided by City staff. This model results in a target of 90% of the services provided by BDC being recovered through Capital funding

Landscape Design and Construction (LDC) deliver smaller scale projects such as new parks, playgrounds and sports fields. Although the capital costs of the projects are significantly lower the number of projects delivered are comparable and the nature of the projects require a more hands on approach with community and partner groups. To support this LDC provides internal design and construction services for small and medium sized projects. The design section completes conceptual planning through detailed design including community consultation and partner group support. The in house construction section includes survey, construction inspection and hard and soft landscape construction. This model provides the City the ability to respond and support community and partner groups based on the nature of the project. To provide this type of service there are fewer recoveries through capital funding resulting in a target of 70% cost recoveries from capital.

2014 Operating Budget Questions By Councillor

Branch: Customer Information Services

Asked By: Councillor Knack

Question #: 14-1330

Budget Page #: 209

(P. 209) Other than speed to answer a call, what other service standards (benchmarks) do we have in place for 311? Do we perform customer surveys after a call has been completed?

Question Answer:

The average speed to answer is the key industry measure in contact centres. The target is to answer on average calls within 25 seconds and these results are available on the citizen dashboard. 311 currently has numerous operational standards in place that measure the efficiency and effectiveness of service delivery. Examples include: Call quality, agent turnover, calls abandoned, average time to process a call, and agent utilization.

311 utilized BenchmarkPortal, a leader in call centre benchmarking, to provide a benchmark comparison to other call centres in 2012. Benchmark Portal is the same firm that the Office of the City Auditor used for the 311 Call Centre Review. This benchmark comparison recognized the City of Edmonton's 311 Call Centre as the #1 medium sized call centre (centre's with 100 to 250 agents) in Canada and the United States in terms of both quality of services and cost efficiency.

We periodically do customer service surveys to measure satisfaction specific to the 311 service. Two surveys have been performed and in our most recent survey (2012) 91% of respondents agreed that 311 makes it convenient for Edmontonians to obtain information or seek the service that they want. 87% of respondents were satisfied with the service they received from 311.

Branch: Customer Information Services

Asked By: Councillor Knack

Question #: 14-1340

Budget Page #:

What is the turnover rate for FTE's in 311?

Question Answer:

For 2011: City of Edmonton was 7.22% and 311 was 4.89%
For 2012: City of Edmonton was 6.52% and 311 was 7.29%
For 2013 through September: City of Edmonton was 5.12% and 311 was 5.73%

Branch: Customer Information Services

Asked By: Councillor Knack

Question #: 14-1350

Budget Page #: 209

(P. 209) What is the breakdown (phone, email, in-person) of the 2.15 million contacts?

Question Answer:

311 is primarily a telephone channel with 98% of the contact through the phone and 2% through email.

2014 Operating Budget Questions By Councillor

Branch: Customer Information Services

Asked By: Councillor Knack

Question #: 14-1360

Budget Page #: 211

(P. 211) For the Inside Information Program, do we keep track of what is being requested? Is there an internal city site where we can review this information and where people can submit requests?

Question Answer:

Our internal website "ecity" provides extensive information on the employee services available. Employees can submit requests through several channels such as email, phone or online at ecity. Requests for information and services are tracked within our systems. The system provides a number of reports on trends and volumes.

Branch: Customer Information Services

Asked By: Councillor Knack

Question #: 14-1370

Budget Page #: 212

(P. 212) Actual expenses for Program Management were approximately \$1,000,000 less than budgeted in both 2011 and 2012. Do we have the projected actuals for 2013? If we are going to again be around \$1,000,000 below budget, why would we budget at the same level again for 2014?

Question Answer:

The variance for Program Management is driven primarily by the budget in the Office of the General Manager for the Corporate Services Department. Included in this budget is staff costs and funding to support emerging issues and projects. For 2013, the Office has reduced one staff member and provided budget support for both the Cit-e File project team and the IT Corporate Strategy. The projected actual for Program Management in 2013 is \$2,905 (overspent by \$325).

2014 Operating Budget Questions By Councillor

Branch: Human Resources

Asked By: Councillor Knack

Question #: 14-1380

Budget Page #: 218

(P. 218) For Recruitment and Staff Support Services, there is no mention in the 2013 Services or the Changes in Services for 2014 about addressing employee satisfaction. What steps have been taken since the 2012 Employee Engagement Survey to address the areas of opportunity as noted in the survey results?

Question Answer:

Once the results of the 2012 Employee Engagement and Diversity survey were shared, a comprehensive corporate action plan was developed, and each Branch was required to develop a Branch specific action plan. Human Resources, Corporate Communications and the Corporate Culture Office have partnered with all Branches to support the development, implementation and communication of over 130 Branch and Corporate initiatives. These plans encompass both the Branch responses to survey results and culture activities related to Phase II of advancing our culture vision as a business strategy. The range of activities that have occurred as a result of the Branch action plans for Building a Great City are many and varied.

An overview of these plans was shared with the Corporate Leadership Team and this October an event was hosted where Cultural Ambassadors from Branches across the organization shared their culture and employee engagement strategies and activities with General Managers, Branch Managers, Directors and other Cultural Ambassadors. The event culminated in a plenary session where the members of the Corporate Leadership Team were interviewed and answered questions on culture and engagement.

Human Resources, Communications and the Corporate Culture Office are primarily responsible for leading corporate wide initiatives that respond to survey findings. For example on page 216 the launch of the new supervisory training program aims to strengthen the skills of supervisors across the organization. Supervisors play the most critical role in employee engagement and by building supervisor capacity and skills we position them to positively influence employee engagement. Other corporate initiatives in development or currently in place include leadership development, a corporate recognition program, corporate culture toolkit, internal communication strategy and more.

2014 Operating Budget Questions By Councillor

Branch: Human Resources

Asked By: Councillor Knack

Question #: 14-1390

Budget Page #: 218

(P. 218) What would the cost be to administer an employee satisfaction survey each year as supposed to every two years?

Question Answer:

The decision to survey every two years reflects the underlying principle that each work unit and the corporation as a whole requires an appropriate length of time to address the opportunities presented in the survey results and effect change before another survey is administered. There is a significant amount of support work to prepare for the survey given that a large number of staff do not have computer access. We recommend remaining at a survey every two years for a corporate wide survey.

We estimate the additional cost of conducting an annual salary would be approximately \$150,000.

Branch: Information Technology

Asked By: Councillor Knack

Question #: 14-1400

Budget Page #:

What needs to happen so that Council Meetings (Audio and Video) are viewable on a smartphone/tablet?

Question Answer:

The IT branch is currently evaluating solutions that could allow meetings to be viewed from tablets and smart phones. There are multiple webcast, video and multimedia solutions currently available and others that could be made available. After various tools are tested, a solution can be identified in collaboration with the Office of the City Clerk in 2014.

The cost to implement this solution would be City operational labour costs, as part of existing budgets.

Branch: Materials Management

Asked By: Councillor Knack

Question #: 14-1410

Budget Page #: 237

(P. 237) Why was there such a difference between the 2012 actuals and budgeted expenditures?

Question Answer:

The difference between 2012 actuals and budgeted expenditures is due to a one-time inventory write-down of \$1.3 million that occurred in 2012, funded by a Corporate Services Department surplus. Materials Management Branch has a limited operating budget to affect ongoing inventory write-downs for parts and other stocked goods that become obsolete, and from time to time accesses Departmental or Corporate budget surpluses to write-off obsolete inventories that build up across the Corporation. These "dead" stocks need to be written off and disposed in a reasonably timely manner consistent with Generally Accepted Accounting Principles.

2014 Operating Budget Questions By Councillor

Branch: Materials Management

Asked By: Councillor Knack

Question #: 14-1420

Budget Page #: 237

(P. 237) Why is there an approximately 5% increase year over year for expenditures in Supply Chain Management? Is it related to parts acquisition, distribution services, etc?

Question Answer:

From 2013 to 2014, the year over year increase is partly due to a corporate decision to increase inventory write down allowance by \$200k. The remaining increase was due to increases in personnel costs including movement within salary ranges and changes in benefits.

Branch: City Auditor's Office

Asked By: Councillor Knack

Question #: 14-1430

Budget Page #:

If additional resources were provided to hire another FTE, what additional work would that allow the OCA to complete? Would this be of financial benefit to the city to hire an additional FTE?

Question Answer:

The OCA's audit process is an independent, objective assurance activity designed to add value and improve the City's operations. The OCA assists the City in accomplishing this objective by bringing a systematic, disciplined approach in evaluating and improving the effectiveness of risk management, control and governance processes.

The OCA is committed to providing recommendations that identify potential efficiency gains, improve operational effectiveness, and provide guidance regarding provision of more economical services to citizens. The OCA's commitment to helping management improve the organization often results in identification of opportunities to achieve cost avoidance, cost savings, and/or revenue enhancement opportunities.

In addition to these tangible benefits, the OCA's recommendations continue to add value to the City through increased operational effectiveness, improved customer service, improved internal controls, and enhanced protection of City assets. Several OCA reports issued over the past few years, while not having immediate financial impacts, should provide significant long-term benefits to the City of Edmonton.

The OCA has benchmarked 2014 City audit costs with those of major municipalities across Canada, as well as those of a number of municipalities in the United States. Audit costs as a percentage of the City's municipal budget is in the range of 0.105 percent. When compared to other municipalities, the level of staff in the OCA is at a reasonable level commensurate with the size of the City.

2014 Operating Budget Questions By Councillor

Branch: Intergovernmental and
External Affairs

Asked By: Councillor Knack

Question #: 14-1440

Budget Page #: 298

P.298 and 293) What is the difference between the Events/External Program listed on P. 298 and the Image, Reputation and Marketing Program listed on P. 293? Specifically I would like to know the work each branch did with regards to attracting and supporting various events.

Question Answer:

Intergovernmental and External Affairs (Events/External), in partnership with Edmonton Tourism (EEDC), focuses on identification and attraction of national and international events that support the City's strategic interests and gain national and international exposure for Edmonton.

Corporate Communications provides ancillary support related to Events Attraction and local support, including media relations related to event hosting. Events create demand for a variety of communications services, including Internal, Media Relations, and International Media Relations.

2014 Operating Budget Questions By Councillor

Branch: *Current Planning*

Asked By: *Councillor Knack*

Question #: *14-1450*

Budget Page #: *301*

(P. 301) There has been a 47.4% increase in Personnel cost since 2011. Although revenue has increased at almost the same rate since 2011 (45.6%), is it reasonable to assume the revenues will continue to grow at this high rate? If so, can you provide me with some additional information to support this?

Question Answer:

Current Planning experienced significant growth with the implementation of the business model as approved by Council in 2010. This included investment in new services and support for personnel in other Departments as related to Current Planning activities that were previously supported by the tax levy.

Each years' budgeted revenue forecast is based on previous years' actuals and anticipated growth (inflation + volume) in line with the City's economic outlook. In 2013, projected actual revenues are \$54.1 million. The 2014 budgeted revenues reflect a 9% increase over the 2013 \$54.1 million projected revenues. This is based on a 5% increase in housing starts plus growth in downtown and non-residential development. Downtown revitalization spurred from the Arena Project support continued revenue growth.

In 2014, Current Planning will cover \$18.8 million in personnel and non-personnel costs outside of the branch to support forecasted growth. In 2011, this amount was \$4.2 million. The move to a full cost recovery model has resulted in a 348% increase in support costs outside the Branch. These costs were previously covered by the tax levy.

2014 Operating Budget Questions By Councillor

CURRENT PLANNING BRANCH REVENUE:

	2011	2012	2013	2014
Budgeted	\$29.3M	\$38.4M	\$48.1M	\$63.5M (significant increase in activity driven by downtown revitalization)
Actuals	\$36.1M (due to increased activity)	\$47.9M (due to increased activity)	\$54.1M (Projected due to increased activity)	

Branch: *Current Planning*

Asked By: *Councillor Knack*

Question #: *14-1460*

Budget Page #: *308*

(P. 308) What results have come from the Business Advisory Committee to reduce impact of 'red tape'?

Question Answer:

The Business Advisory Committee was established in 2013 and represents a coordinated program to allow internal and external stakeholders to provide input on fees and Branch service delivery. This committee has demonstrated the importance of stakeholder engagement and allows for open discussions on business community needs. The next steps of the committee is to build priorities for anticipated service enhancements. Priorities identified by the Advisory Committee include:

- Establishing Industry acceptable time and service delivery performance outcomes for approvals
- Streamlining the permitting process.
- Ensuring that fees collected for services provided by the Current Planning Branch are being directed as prescribed

2014 Operating Budget Questions By Councillor

Branch: Current Planning

Asked By: Councillor Knack

Question #: 14-1470

Budget Page #:

What is the increase of applications over the past two years (2012 and estimated 2013)? How about client walk-ins and calls?

Question Answer:

Please see graphs and tables in Attachment 14-094 / 14-1470.

Branch: Current Planning

Asked By: Councillor Knack

Question #: 14-1480

Budget Page #: 310

(P. 310, 312, 317-319) Under the Program of Customer Service & Operations more efficient customer service was noted as a change in services for 2013 in the 2013 Approved Operating Budget and that was used as justification to hire an additional 46.0 Exempt FTE's (a 42.5% increase from 2012 to 2013). With a proposed 34.0% increase from 2013 to 2014, what work will be done that would not be done if we kept the same amount of FTE's for customer service and operations?

Question Answer:

The FTE increases are for staff allocations within and external to the Current Planning Branch. Projected growth in volume and workload is a key driver, and these resources are needed to maintain acceptable service delivery. Maintaining current staffing levels combined with the economic forecast would result in significant delays in the issuance of land development applications, development coordination activities, development permits, building permits, and licences. This result is counter to the service commitments to industry partners and the associated Business Advisory Committee. Other resources are required to support other projects such as convert aging paper records to digital mediums and ensuring Future State sustainability.

The additional resources are required to manage increased service volumes and implement service enhancements. The use of staff overtime and temporary personnel to manage anticipated volumes is not sustainable. FTEs are only filled as needed to ensure consistent and predictable service offerings. In the absence of filling 2014 personnel requirements, the Current Planning Branch would be unable to advance numerous service enhancements or fund various technical and corporate supports in addition to the aforementioned service delays. These services would include electronic records management and the ability to facilitate eServices programs.

2014 Operating Budget Questions By Councillor

Branch: *Current Planning*

Asked By: *Councillor Knack*

Question #: 14-1490

Budget Page #: 312

(P. 312) Can you provide a breakdown of the benefit we received by hiring the additional 28 FTE's in 2013 for the Customer Service and Operations Program? (Ex: faster application process, service enhancements made, business facilitation, etc.)

Question Answer:

The FTE increases are for staff allocations within and external to the Current Planning Branch. Projected growth in volume and workload is a key driver, and these resources are needed to maintain acceptable service delivery.

Additional staff allocated in various areas of the corporation enabled the Branch to maintain or improve service timelines despite increases in service volumes. The investment also enabled one stop customer service at the front counter, improved business facilitation, continuous service and system enhancements, and initiating implementation of The Way We Green.

2014 Operating Budget Questions By Councillor

Branch: *Urban Planning and Environment*

Asked By: *Councillor Knack*

Question #: *14-1500*

Budget Page #: *328*

(P. 328) What is the scope of work in 2014 for the proposed 3.0 new FTE's? What will each of the new FTE's be responsible for that the external consultant services will not be doing over the next year?

Question Answer:

The scope of work for the 3 FTEs will be focused on public / stakeholder engagement, business case research and development oversight of consulting contracts and direct engagement with the negotiation team (over the next two - five years).

One position will be responsible for the coordination and project management of communications functions. Key functions include: conducting public open houses and small group meetings with property owners and identifiable stakeholders, with support from a corporate team of experts from various departments. Maintaining on-going dialogue as the process unfolds by maintaining a current website, responding to inquiries, and distributing newsletters. Hiring and managing a professional facilitator to moderate open houses and group meetings.

One position will be responsible for the coordination and project management of business case research and development with the support of internal expertise and external consultants. Key functions include:

- reviewing the policy context in support of the annexation proposal;
- researching and evaluating population forecasts, economic forecasts, land supply / demand analysis to quantify future land requirements for the next 50 years; and
- financial analysis to understand the implications of growth.

One position will be responsible for providing support to the functions noted-above by: carrying-out assigned project tasks, conducting research, providing technical assistance and coordinating project work with corporate team members.

The work of the communications and business case functions will be used to inform and advise the negotiation team, to be made up of elected officials and senior management.

2014 Operating Budget Questions By Councillor

Branch: *Urban Planning and Environment*

Asked By: *Councillor Knack*

Question #: *14-1510*

Budget Page #:

Where do we see ourselves at the end of 2014 with regards to annexation?

Question Answer:

A key component of the annexation program for 2014 is to engage the negotiation teams between the City, Leduc County and the Town of Beaumont. By the end of 2014 it is anticipated that the City will have conducted a series of negotiation team meetings with Leduc County and Beaumont; the frequency will depend on dynamics of the process. Current complexities that need to be addressed include that, presently Leduc County has taken a position of strong opposition and that the Town of Beaumont and the City each have proposed annexations with overlapping land interests. In support of the negotiation team it is expected that the business case review will be substantially completed and that the project team will have continued to conduct a comprehensive public engagement program.

Annexation involves an 8 step process, regulated and administered by the Municipal Government Board, which is estimated to take between 2 to 5 years to complete. The bulk of the process involves public engagement and negotiations between affected municipalities. The City has just launched its public engagement program and will likely begin negotiations with Leduc County and the Town of Beaumont in early 2014. It is difficult to estimate the time it will take to conduct negotiations and the associated public engagement program at this stage, however, drawing on City of Calgary experience, it is likely to take a minimum of two years in the case of a relatively uncontested annexation proposal and an additional two years for a complicated, negotiation intensive annexation process.

2014 Operating Budget Questions By Councillor

Branch: Vehicle for Hire
Commission

Asked By: Councillor Knack

Question #: 14-1520

Budget Page #: 335

(P. 335) The need for increased staff support for plate renewal is noted on this page. What is the expected number of plate renewals for 2014? What are the projected actuals for 2013? What were the actuals for 2010 - 2012?

Question Answer:

The number of taxi plates (1319) are renewed each year and have remained constant since March 2012. Prior to this, there were 1220 taxi plates in the City.

Prior to the 2012 renewal period, the Vehicle for Hire section required four people each year from the Current Planning Service Centre to complete renewals, which negatively impacted front counter service levels. Personnel costs to facilitate these activities were difficult to account for in the Vehicle for Hire Program.

The process has been revised to enable more efficient and effective plate renewals for both the industry and City Administration. The revised process requires two temporary staff support personnel on a limited basis, while freeing other resources in the Current Planning Service Centre to process other types of permits and licences. The process enables the section to better quantify and allocate taxi plate renewal expenditures.

Branch: Land Enterprise

Asked By: Councillor Knack

Question #: 14-1530

Budget Page #: 338

(P. 338) As revenues for Land Sales Industrial in 2012 and 2014 are similar, would someone be able to provide some insight as to why the Cost of Land Sold - Industrial is proposed to be significantly higher than it was in 2012?

Question Answer:

Land development is a continuous cycle of purchasing land, planning the land, designing and servicing the land and then marketing and selling the land to private/public parties.

The higher costs in some budget years are based on a number of factors such as the type of servicing and construction work that is necessary to bring lots to the market and whether the development is in the earlier or later stages of development. Earlier phases of development have higher expenses as the major infrastructure is typically required in the earlier stages, such as stormwater management facilities. Costs of land sold also includes the initial investment required to purchase the raw land for development, which will vary based on the specifics of the land and the economy when the land was purchased.

2014 Operating Budget Questions By Councillor

Branch: Land Enterprise

Asked By: Councillor Knack

Question #: 14-1540

Budget Page #: 342

(P. 342) This page notes that the short time-lines to acquire needed lands is driving up costs of the Land for Municipal Purposes Program. Can you provide some examples of the short time-lines?

Question Answer:

Land development is a continuous cycle of purchasing land, planning the land, designing and servicing the land and then marketing and selling the land to private/public parties.

The higher costs in some budget years are based on a number of factors such as the type of servicing and construction work that is necessary to bring lots to the market and whether the development is in the earlier or later stages of development. Earlier phases of development have higher expenses as the major infrastructure is typically required in the earlier stages, such as stormwater management facilities. Costs of land sold also includes the initial investment required to purchase the raw land for development, which will vary based on the specifics of the land and the economy when the land was purchased.

Branch: LRT Design and Construction

Asked By: Councillor Knack

Question #: 14-1550

Budget Page #:

Is there any work planned for the Centre West to Lewis Farms portion of the Valley Line in 2014?

Question Answer:

Preliminary Engineering for Valley Line LRT (Mill Woods Town Centre to Lewis Farms) is complete. Procurement documents for construction and operation of the Centre West to Mill Woods Town Centre are being developed, and will include options for future expansion west beyond the Centre West stop. No additional work is planned in 2014 for the portion of the line west of the Centre West stop; however opportunity purchases of critical land necessary for future development of the line will be considered.

2014 Operating Budget Questions By Councillor

Branch: *LRT Design and Construction*

Asked By: *Councillor Knack*

Question #: *14-1560*

Budget Page #:

What is the current total proposed cost of the Valley Line?

Question Answer:

The proposed budget for the Valley Line is included in two capital profiles. Preliminary Engineering is in 11-66-1668 for \$39 million. The balance for implementation of the entire line from Mill Woods Town Centre to Lewis Farms is included in 11-66-1673 for \$ 3.161 billion, resulting in a total of \$3.2 billion. The Valley Line - stage 1 includes the portion from Mill Woods Town Centre to the down-town Centre West stop and accounts for \$1.8 billion based on initiating procurement in 2014 and completing construction in 2020. The balance of \$1.4 billion for extending the line beyond the Centre West stop will be reviewed and adjusted as necessary to reflect the expected inflation, staging, and scope of future development.

2014 Operating Budget Questions By Councillor

Branch: *LRT Design and
Construction*

Asked By: *Councillor Knack*

Question #: *14-1570*

Budget Page #:

What is the average percent contributed by Canadian municipalities towards the overall cost of LRT Construction? Are there any recent examples that can be provided?

Question Answer:

2014 Operating Budget Questions By Councillor

These are some of the most recent examples of LRT projects in Canada.

Funding Summary

City of Edmonton Ask: Valley Line Phase I (P3)

Total Capital Cost: \$1.8 billion

Federal ¹ :	\$400 million (22% of total capital cost)
Provincial ² :	\$600 million (33% of total capital cost)
Municipal:	\$800 million (45% of total capital cost)

Comparables³

- 1. City of Edmonton: NAIT Line (design build)**
Total Capital Cost: \$755 million

Federal:	\$100 million (13% of total capital cost)
Provincial:	\$497 million (66% of total capital cost)
Municipal:	\$158 million (21% of total capital cost)
- 2. Calgary West LRT (design build)**
Total Capital Cost: \$1.4 billion

Federal:	\$0
Provincial:	\$1.3 billion ⁴ (93% of total capital cost)
Municipal:	\$100 million (7% of total capital cost)
- 3. Canada Line (P3)**
Total Capital Cost: \$2.1 billion

Federal:	\$450 million ⁵ (21% of total capital cost)
Provincial:	\$252 million (12% of total capital cost)
Municipal/Regional ⁶ :	\$1.1 billion (52% of total capital cost)
Airport Authority:	\$259 million (12% of total capital cost)
- 4. Evergreen Line (design build)**
Total Capital Cost: \$1.43 billion

Federal:	\$424 million ⁷ (30% of total capital cost)
Provincial:	\$586 million (41% of total capital cost)
Municipal/Regional ⁸ :	\$400 million (28% of total capital cost)
Other ⁹ :	\$21 million (1% of total capital cost)
- 5. Ottawa LRT (design build)**
Total Capital Cost: \$2.1 billion

Federal:	\$600 million ¹⁰ (29% of total capital cost)
Provincial:	\$600 million (29% of total capital cost)
Municipal/Private ¹¹ :	\$900 million (43% of total capital cost)
- 6. Waterloo (design build)**
Total Capital Cost: \$818 million¹²

Federal:	\$265 million (32% of total capital cost)
Provincial:	\$300 million (37% of total capital cost)
Municipal/Regional:	\$253 million (31% of total capital cost)

¹ federal dollars already committed: \$250 million from the P3 Canada Fund

² it is expected that \$235 million of the provincial contribution will come from dollars previously committed to Edmonton through the GreenTrip fund.

³ NOTE: percentage of total capital cost had been rounded up or down as appropriate. Total percentage, therefore, does not always appear as exactly 100%

⁴ Source: \$934 million MSI; \$332 million GreenTrip; \$50 million other

⁵ Source: Canada Strategic Infrastructure Fund

⁶ Source: TransLink (SCBCTA): \$343 M; City of Vancouver: \$29 M; Private Sector (ITBC): \$720 M

⁷ Source: \$67M Public Transit Canada Trust, \$350M Building Canada Fund

⁸ Source: TransLink

⁹ Source not specified

¹⁰ Source: Building Canada Fund

¹¹ Source: split between City and private sector contributions

¹² Note: this total includes \$750 million for LRT, and \$68 million for Bus Rapid Transit (BRT)

2014 Operating Budget Questions By Councillor

Branch: Roads Design and
Construction

Asked By: Councillor Knack

Question #: 14-1580

Budget Page #: 361

(P. 361) What would have been the additional cost to widen Whitemud to two lanes each way from Lewis Estates Blvd/Guardian Rd to Winterburn Drive? When is the work planned to be completed? Is there an estimated cost to complete the work using the new planned completion date?

Question Answer:

Road funding for new growth projects (such as the work currently underway at Lewis Estates Boulevard) is addressed as part of the Capital Budget process. City staff are currently working on collecting information relating to the long term capital funding requirements for the City and will be presenting this information comprehensively in 2014 as part of the Capital Investment Agenda (CIA) 2015-24. The Whitemud Drive project identified has been included for consideration within the Transportation (Roads) list of priority projects in the CIA 2015-24. The project had a Concept Plan complete in 2001 and the plans are currently in the process of being updated to 2013 conditions, including a current cost estimate for staging (to be complete spring 2014). Stakeholder meetings and consultations are currently underway relating to this update. The most recent cost estimate for widening Whitemud Drive to 4 lanes between Lewis Estates Boulevard and 215 Street was estimated to be \$5M (+/-40%). Should funding be approved with the 2015-18 CPP this project could be started as early as 2015 and finished in 2016.

2014 Operating Budget Questions By Councillor

Branch: Roads Design and Construction

Asked By: Councillor Knack

Question #: 14-1590

Budget Page #: 362

(P. 362) Are the two and a half communities that will be going through Neighbourhood Renewal in 2014 similar in scope to the six communities completed in 2013?

Question Answer:

For 2014, the city will have 9 neighbourhood reconstruction projects, which includes 3 new reconstructions projects. The three new reconstruction projects are:

- a. Laurier Heights (W of 139 St) (Year 1 of 2)
- b. Glenora (Year 1 of 3)
- c. Cromdale (Year 1 of 2)

The six ongoing reconstruction projects include:

- a. Grovenor (Completion – Year 2 of 2)
- b. North Glenora (Completion - Year 2 of 2)
- c. Delton (Completion - Year 2 of 2)
- d. Argyll (Completion - Year 2 of 2)
- e. Hazeldean (Completion - Year 2 of 2)
- f. King Edward Park (Completion – Year 3 of 3)

The number of neighbourhoods to be reconstructed on any given year is determined by budget, staging of reconstruction (over 2 or 3 years) and coordination planning with Drainage and other utilities. The estimated cost to complete the proposed work in 2014 is \$92 million compared to approximately \$85 Million completed in 2013 and \$85 million in 2012.

The scope of work is the same as the other neighborhoods with curb, gutter, and sidewalk reconstruction, new streetlights, and road rehabilitation

Branch: Transportation Operations

Asked By: Councillor Knack

Question #: 14-1600

Budget Page #: 369

(P. 369) What would be the difference in fine revenue if we were to tow vehicles parked in a seasonal parking zone during a seasonal parking ban?

Question Answer:

The option for Parking Enforcement to tow vehicles as well as tag them for seasonal parking bans is available now which means that the revenue potential remains unchanged. Towing is dependant on the availability of tow trucks; these are operated under the corporate towing contract that includes Community Standards and EPS. Enforcement officers request tows and utilize what resources are available at the time.

2014 Operating Budget Questions By Councillor

Branch: *Housing and Economic Sustainability*

Asked By: *Councillor Knack*

Question #: 14-1610

Budget Page #: 384

(P. 384) This page notes that part of the cost increase for Personnel is a 'realignment of existing positions'. Can you provide a better idea of what exactly this means?

Question Answer:

The detailed review of budgeted positions identified personnel costs that could be recovered from the CRL revenues based on the services provided to the Quarters project resulting in no impact on the tax levy. This additional cost is \$34K.

Movement in salaries and benefits accounts for \$5K of the total change. The remaining \$112K of the \$151K change is a miscalculation. A reduction in the personnel for the \$112K would be offset by a change in the transfer to reserves, resulting in no impact to the tax levy .

2014 Operating Budget Questions By Councillor

Branch: *Edmonton Economic
Development Corporation
(EEDC)*

Asked By: *Councillor Knack*

Question #: 14-1620

Budget Page #: 394

(P. 394) What are the 7 industry clusters noted on this page and what is the current GDP breakdown among those 7 clusters? What is your target GDP breakdown among those clusters?

Question Answer:

- Please see Table E1 below for the list of 7 industry clusters, their current GDP and target 2014 GDP breakdown by cluster.

- Please note that we are using the November 2013 Conference Board of Canada GDP Forecast. GDP is based on NAICS codes. Enabling Technology (biotech, nanotech, life sciences and ICT (information, communications and technology) do not have NAICS codes so we are not able to state or forecast GDP.

2014 Operating Budget Questions By Councillor

Table E1: Edmonton CMA GDP by Enterprise Edmonton (EEDC) Cluster

Enterprise Edmonton (EEDC) Cluster	2012 GDP (\$ Millions 2007)	2014 GDP Forecast (\$ Millions 2007)	Closest CBoC Categories	CBoC-NAICS Categories
Energy and Engineering	17,769	19,561	Primary and Utilities	Agriculture, Forestry, Fishing and Hunting Mining, Quarrying, and Oil and Gas Extraction Utilities
			Business Services	Professional, Scientific and Technical Services
				Management of Companies and Enterprises Administrative and Support, Waste Management and Remediation Services
Manufacturing	7,246	7,777	Manufacturing	Manufacturing
Logistics	3,455	3,549	Transportation and Warehousing	Transportation and Warehousing
FIRE	11,645	12,701	Finance, Insurance, and Real Estate	Finance and Insurance
				Real Estate and Rental and Leasing
Hospitality and Entertainment	3,867	4,031	Personal Services	Arts, Entertainment and Recreation
				Accommodation and Food Services
				Other Services (except Public Administration)
Film and Creative	2,048	1,946	Information and Cultural Industries	Information and Cultural Industries
Enabling Technologies	NA	NA	No relevant NAICS category available	
Total	46,029	49,564		

Source: Conference Board of Canada, November 19 2013

2014 Operating Budget Questions By Councillor

Branch: *Edmonton Economic
Development Corporation
(EEDC)*

Asked By: *Councillor Knack*

Question #: *14-1630*

Budget Page #: *401*

(P. 401) How are Shaw's rental rates in comparison to similar facilities within Edmonton?

Question Answer:

Locally, the Shaw's rental rates are comparable to Northland's Expo Centre, and generally more expensive than the rental rates charged by the hotels. Nationally, competitive rates are required in the convention marketplace when Edmonton is competing for regional and national business with other Canadian convention centres.

Branch: *Edmonton Police Service*

Asked By: *Councillor Knack*

Question #: *14-1640*

Budget Page #: *409*

(P. 409) The costs for Intra-Municipal Services are increasing by 8.8% year over year and by 34.2% since 2012. What is the breakdown between rent increase versus custodial and maintenance costs?

Question Answer:

In 2014, the EPS increase for rent, custodial and maintenance costs from other City of Edmonton departments are:

Space Rent:

\$151k increase to support a new flight operation facility at Villeneuve due to the closure of the City Center airport and space in the ALERT building for investigative teams (i.e. Targeted Offenders, Strategic Intelligence, Behavioral Assessment)

Custodial:

\$388k increase as identified by other COE departments for a wage settlement, inflation and anticipated demand work using 2012 as a basis

Maintenance:

\$296k increase as identified by other COE departments for a wage settlement, inflation and anticipated demand work using 2012 as a basis

The total increase to the EPS budget from 2013 to 2014 is \$835k.

2014 Operating Budget Questions By Councillor

Branch: *Edmonton Police Service*

Asked By: *Councillor Knack*

Question #: 14-1650

Budget Page #: 412

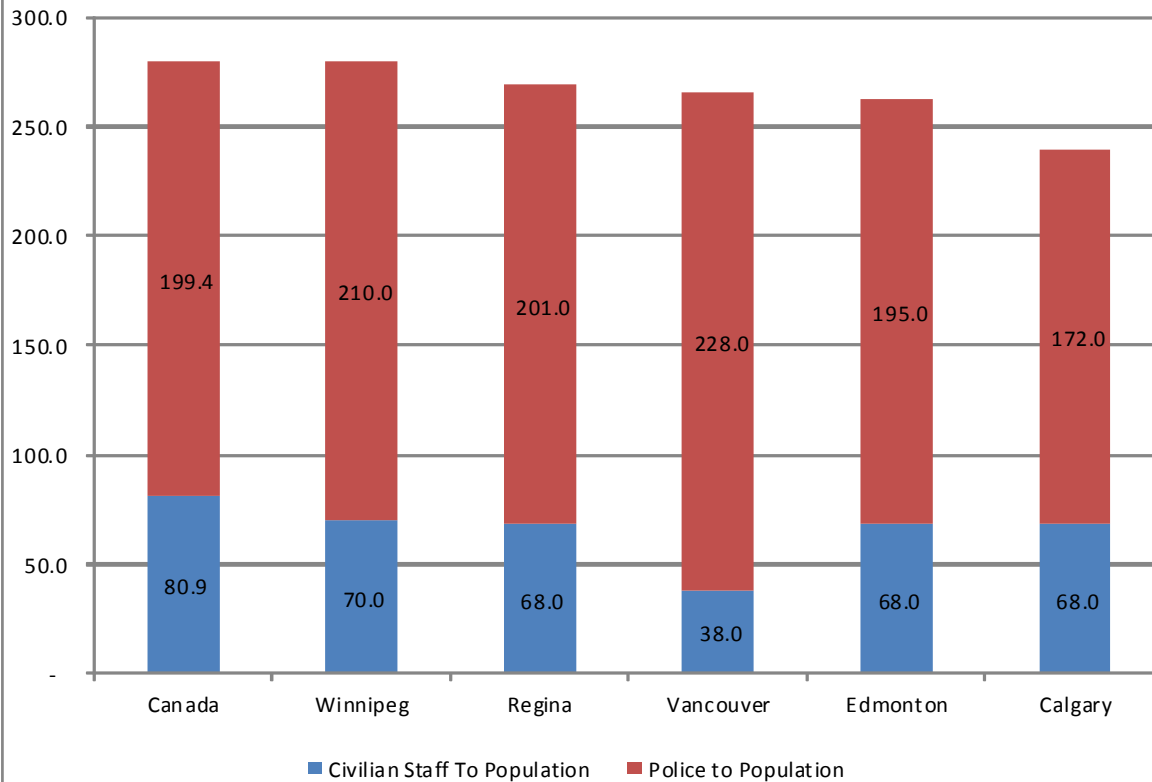
(P. 412) How do our Personnel costs for the Police Service compare to other large municipalities?

Question Answer:

The following chart illustrates the police and civilian staff per 100,000 population for selected Western Canada municipalities that are comparable to Edmonton and the national average.

2014 Operating Budget Questions By Councillor

Police and Civilian Staff per 100,000 Population Nationally and for Selected Municipalities



Source: Police Resources in Canada, 2012

Vancouver has a significantly lower civilian complement because more of these support services are delivered by the City of Vancouver. If their support services were delivered in a similar fashion to other police agencies, civilian staff would be more comparable in number.

2014 Operating Budget Questions By Councillor

Branch: Edmonton Police Service

Asked By: Councillor Knack

Question #: 14-1660

Budget Page #: 413

(P. 413) If we were able to achieve the organizational goal of having officers available for directed policing activities 25% of the time instead of the current 15%, would we still need to hire additional staff this year? If so, why? How will the organization ensure they achieve the 25% goal this year?

Question Answer:

The ability to do directed time is related to the call volume that the officers are experiencing. To date this year we have seen an increase of 4% in dispatched calls (5,500).

The other factor impacting police are the population growth, the increased geography that contributes to distances travelled, and traffic density. In addition, investigations and calls for service have become more complex and require more time (i.e. Impaired Driver – 4.5 hours).

The additional staff will help address this issue, but one has to appreciate that with increased population and geography, demands on policing will impact accordingly. The goal is to have 25% directed time to ensure that the service has the ability to respond to prolific offenders, prevention, intervention and enforcement demands as opposed to always reacting to crime.

The five year resource plan for policing will potentially have the desired impact of allowing for 25% proactive-directed time.

2014 Operating Budget Questions By Councillor

Branch: Edmonton Police Service

Asked By: Councillor Knack

Question #: 14-1670

Budget Page #:

Is it possible to get a breakdown of the average activities an officer does (ex: paperwork, directed policing activities, etc.)?

Question Answer:

The time allocation for patrol constables are:

(For the period: January 1-November 14, 2013)

	% of time spent
Calls for Service	57.7%
Directed Activities	15.3%
Administration & Other	27.0%

Definitions

Calls for Service - Time spent responding to calls for service received from the public

Directed Activities - Time spent dedicated to activities that are either assigned or self-initiated to members that are either prevention, intervention or suppression based.

Administration & Other - Time spent on activities such as report writing, daily parade, intelligence briefings, equipment preparation and storage, community correspondence, ongoing procedure update training, court attendance, prosecutor requests, diary date requests, community station relief and desk relief.

2014 Operating Budget Questions By Councillor

Branch: *Edmonton Public Library*

Asked By: *Councillor Knack*

Question #: 14-1680

Budget Page #:

What was the % increase year over year for memberships?

Question Answer:

- Between 2008 and 2012 there was a 9% increase in memberships.

- Thus far in its Centennial year of free memberships, EPL has increased its new and renewed memberships by 51% compared to 2012 (for the period March to October).

2014 Operating Budget Questions By Councillor

Branch: Edmonton Public Library

Asked By: Councillor Knack

Question #: 14-1690

Budget Page #:

The Books 2 Buy program brought in over \$115,000 last year? How much have we made in each of the last three years?

Question Answer:

In the last three years EPL's Books 2 Buy program has contributed the following revenues:

Year	Gross Revenue	Expenses	Net Contribution
2012	\$ 115,899	\$ 20,578	\$ 95,321
2011	\$ 96,652	\$ 15,302	\$ 81,350
2010	\$ 113,267	\$ 16,497	\$ 96,770

Contributions from the Books 2 Buy program have been used to fund capital projects such as the new Clareview Library and centennial projects such as Literacy Vans and Welcome Baby in the Community.

2014 Operating Budget Questions By Councillor

Branch: Edmonton Public Library

Asked By: Councillor Knack

Question #: 14-1700

Budget Page #:

How have material acquisitions changed over the course of the past years? How do you determine how many copies of each item to purchase? At what point are excess copies pulled out of rotation?

Question Answer:

- The library materials budget has increased by 12% over the past four years (2010-2013) from \$5,955,980 (2010) to \$6,650,700 (2013). During that time, the budget allocation for electronic resources has increased to comprise 20% of the library materials budget in 2013, up from 11% in 2010.
- The initial number of new material copies purchased is based on measures such as anticipated customer interest, popularity of the author, previous experience, positive reviews and publisher promotion of new material.
- EPL strives to maintain a 5:1 customer holds ratio on all material types and additional copies of material are purchased to maintain this ratio of 5 customer holds per 1 copy available.
- EPL leases additional copies of bestseller books from our vendors to meet demand when material is popular and then returns them to our vendors when interest fades.
- Material is not purchased for individual branches but “floats” around the system based on where customers request material for pick up and remains where customers return them. At times, multiple copies of the same item end up in one branch. EPL staff has internal processes to redistribute multiple copies across the system, to feature them in-branch to encourage circulation, or to remove them from the collection based on declining use or poor physical condition.

2014 Operating Budget Questions By Councillor

Branch: *Edmonton Public Library*

Asked By: *Councillor Knack*

Question #: *14-1710*

Budget Page #:

What is the cost to provide music downloads via Freegal? How much money is spent each year on purchasing CDs? Has the volume of CD purchases increased or decreased over the last five years?

Question Answer:

- EPL's annual license to Freegal consists of one price for unlimited access to all EPL cardholders, each able to download and own 3 songs per week. The 2013 cost for this license was \$102,575.

- The five year history for Music CD purchases is as follows:

Music CD Budget Allocations 2009-2013					
	2009	2010	2011	2012	2013
Adult	\$295,000	\$300,000	\$300,000	\$253,000	\$207,040
Children	\$78,000	\$78,000	\$80,000	\$80,000	\$64,000
Total	\$373,000	\$378,000	\$380,000	\$335,012	\$273,053

- From 2009-2013, there has been a 27% reduction in the overall budget allocation for Music CDs.
- The five year history for annual addition of Music CDs to the collection is as follows:

Music CDs Collection Size - Annual Added Copies				
2008	2009	2010	2011	2012
22,194	22,183	21,175	19,224	18,669

- From 2008-2012 there was a 16% reduction in the annual number of CDs added to the collection and we expect a further reduction when 2013 figures are final.
- The five year history for circulation of Music CDs is as follows:

Music CDs Annual Circulation				
2008	2009	2010	2011	2012
1,096,671	1,180,604	1,092,743	970,668	854,365

- There was a 22% reduction in the circulation of physical CDS between 2008 and 2012 and we expect this downward trend to continue in 2013
- From 2010 to 2013 we have seen an average monthly increase of 55% in usage of our e-music resources.

2014 Operating Budget Questions By Councillor

Branch: *Budget Office*

Asked By: *Councillor Knack*

Question #: *14-2160*

Budget Page #:

Question Answer:

Following are the links to the audited City of Edmonton Financial Annual Report for the year ended December 31, 2012 and the December 2012 Preliminary Year-End Financial Results - Operating report.

Although both documents report results for the year ending December 31, 2012, the purpose and content of each report are different, therefore showing different year-end results.

The audited Financial Annual Report is a comprehensive provincially legislated report intended to provide information regarding the use of financial resources in providing municipal services and infrastructure. It communicates to stakeholders and other external report users the City's financial performance, as well as significant financial policies, strategies and future plans to address financial risk and sustainability. This report includes results for all City of Edmonton departments (tax-supported and utility/enterprises) as well as all external entities owned or controlled by the City of Edmonton, such as Fort Edmonton Management Company, Edmonton Economic Development Corporation, Non-Profit Housing and the Edmonton Public Library. In addition to this, the financial statements also include various adjustments required to adhere to Public Sector Accounting Board (PSAB) reporting standards. The financial statements are presented to Council's Audit Committee and Council the following year in mid to late April.

The December 2012 Preliminary Year-End Financial results report focuses strictly on the City's operating results for both tax-supported and enterprise and utility operations and report directly against Council approved operating budgets. As the focus is on providing results in comparison to the approved operating budget the preliminary results are reported on a modified cash basis and do not adhere to PSAB reporting standards, therefore are exclusive of any PSAB reporting adjustments. Furthermore, results do not include the results for any of the external entities mentioned above and other external organizations who are accountable for their own financial affairs but owned or controlled by the City. The December preliminary report is intended to highlight departmental variances from budget and provide information to Council to be able to make decisions on the use of any surplus tax-levy or carry-forward of unused budgets into the next year's operating budget. The report is produced in March of the following year, almost one month before the audited financial results are presented to the public and Council. If there are any significant changes in the preliminary results they are communicated to Council upon presenting the Financial Annual report in April.

2014 Operating Budget Questions By Councillor

1. [Annual Reports: City of Edmonton](#)

December 2012 Preliminary Year-End Financial Results - Operating Report & Related Attachments:

1. [December 2012 Year-End Preliminary Financial Results - Council Report](#)
2. [Attachment 1 - Financial Stabilization Reserve and Operating Carryforward Requests](#)
3. [Attachment 2 - Tax Supported Operations Operating Financial Results](#)
4. [Attachment 3 - Tax Supported Operations Variance Details](#)
5. [Attachment 4 - Enterprise and Utility Operations Operating Financial Results](#)
6. [Attachment 5 - Enterprise and Utility Operations Variance Details](#)
7. [Attachment 6 - Summary Financial Trend Information](#)
8. [Attachment 7 - Debt Update December 2012](#)
9. [Economic Update - 2012](#)

2014 Operating Budget Questions By Councillor

Branch: *Neighbourhood Renewal*

Asked By: *Councillor Loken*

Question #: *14-0070*

Budget Page #:

Neighbourhood Renewal: if increased funding, does it quicken the number of neighbourhoods completed?

Question Answer:

Funding could increase the number of neighbourhoods to be renewed (i.e. reconstructed and/or overlaid).

For neighbourhood reconstruction, an additional \$10 million annually is required to add one additional neighbourhood reconstruction project for every two years (neighbourhood reconstruction total cost is \$20 million and typically take 2 years to complete). Logistically it is difficult to add or advance neighbourhood reconstructs. It would take 2 to 3 years to implement due to public consultation, design work and coordination with utilities.

For neighbourhood overlay, an additional \$2.5 million annually is required to add one additional neighbourhood overlay project per year.

2014 Operating Budget Questions By Councillor

Branch: *Assessment and Taxation* **Asked By:** *Councillor McKeen* **Question #:** *14-0030*
Budget Page #:

Why are other residential properties (apts, condos) taxed at a higher/different rate?

Question Answer:

Other residential properties refer to properties with 4 or more self-contained dwelling units on a single title. Apartment buildings and walk-up rentals are typical examples of other residential. As the units within a condo building have independent titles, they do not fall under the other residential tax rate. As other residential properties are necessarily rental properties, rental income is derived from the properties in question. Property tax costs are deferred by the property owners onto their renters. Furthermore, apartment building owners are able to deduct the value of their property taxes from their income taxes. These factors are regarded as benefits for other residential property owners that normal residential property owners do not normally enjoy. As other residential properties tend to behave more like commercial enterprises, a differential tax rate has been set.

The differential ratio of other-residential to residential was first established in 1974 and has been the subject of several reviews over that period. The original differential was 1.4 to 1, but was reduced to 1.2 to 1 in 1993. The 1998 Edmonton Property Tax Committee confirmed this ratio, but a subsequent review by the Property and Business Tax Structure Committee of 2005 recommended the two rates be equalized over a 4 year period. A phased reduction began in 2006, but ended in 2007 at a rate of 1.15 to 1. The Council at the time was concerned that rental prices were not coming down to reflect the tax reduction provided.

Branch: *Neighbourhood Renewal* **Asked By:** *Councillor McKeen* **Question #:** *14-1720*
Budget Page #:

Why is the COE only planning three neighbourhoods for infrastructure renewal in this budget?

Question Answer:

For 2014, the city will have 9 neighbourhood reconstruction projects, which includes 3 new reconstructions projects.

The number of neighbourhoods to be reconstructed on any given year is determined by budget, staging of reconstruction (over 2 or 3 years) and coordination planning with Drainage and other utilities.

2014 Operating Budget Questions By Councillor

Branch: Community & Recreation
Facilities

Asked By: Councillor McKeen

Question #: 14-1730

Budget Page #:

Can Community Services provide a chart or list of actual dollar subsidy per visitor to recreation and cultural centres?

Question Answer:

A list of actual dollar subsidy per visitor is below:

Subsidy Per Participant - 2012	
Community and Recreation Facility - Lines of Business	Subsidy per participant
Attractions	\$ 11.47
Recreation Centers	\$ 3.17
Arenas	\$ 2.04
Golf	\$ (2.96)

2014 Operating Budget Questions By Councillor

Branch: *Edmonton Federation of
Community Leagues*

Asked By: *Councillor McKeen*

Question #: 14-1740

Budget Page #:

Why was the transfer to the EFCL, at 1.0 per cent, below inflation?

Question Answer:

The following response has been prepared by EFCL

The city's rate of inflation, which was set at 2%, was also allocated to the EFCL for approximately half its budget. This half contained the annual operating grants to community leagues and the EFCL.

The other half of EFCL's budget is the \$3 million that has been provided to community leagues to build and repair or renovate their facilities. It is formally called the Community League Infrastructure Program (CLIP) and it was started in 2011. We asked, and the city agreed, to set it at \$3 million/year. No consideration was given to inflation at that time; rather, the agreement was to review the program after year three. As the program comes to a close, EFCL is looking forward to this review.

As a result of all of this, EFCL's budget is going up by 1% overall.

Branch: *Transportation Operations*

Asked By: *Councillor McKeen*

Question #: 14-1750

Budget Page #: 100

Please confirm that the budget contains a small reduction in roadway maintenance, page 100? If so, can the rationale be provided?

Question Answer:

The reduction in budget for Roadway Maintenance equates to 0.1%. This is as a result of some realignment of tasks within Transportation Operations.

2014 Operating Budget Questions By Councillor

Branch: Edmonton Police Service **Asked By:** Councillor McKeen **Question #:** 14-1760

Budget Page #:

Of the 35 new positions requested by police, four are civilian. Can you explain the duties of these four positions?

Question Answer:

Informatics

Infrastructure Network Analyst (1 FTE)

The Information Technology Infrastructure is the backbone of all EPS computer-based systems and applications. Primarily all employees at EPS – including police officers on active duty – rely on this infrastructure to provide essential public services.

The infrastructure is in use 24 hours a day, and must be operational at all times. A failure within this infrastructure would have immediate and serious consequences, notably to the safety of our police officers and to our ability to serve the public.

The infrastructure is vital for the operation of all 24/7, mission-critical applications used for policing, including police dispatching, criminal databases, digital communications, closed circuit TV and security cameras, and mobile communications devices (i.e. Blackberry).

This position will supplement a team of employees responsible for the constant operation and maintenance of the IT infrastructure. The IT Infrastructure supports more than 4,000 computers, 100 applications, printers, scanners, phones and mobile devices.

Interview Room Support (1 FTE)

There are twenty interview rooms across the city that is used day and night for conducting interviews with suspects and victims. The interviews are digitally recorded (sound and video) and the recordings form part of the evidence in the case. As these rooms have to be fully functional at all times, technical support on a 24 x 7 basis is a requirement.

This position will join a team of other technicians that are available to maintain and troubleshoot the recording equipment in these rooms. When this work is not pressing, the team has a range of other responsibilities in maintaining the Closed Circuit TV systems, access control around police buildings, security cameras and other recording equipment across the entire EPS network.

The Investigative Skills Education Program (ISEP) is a collection of courses designed to develop proficiency in the areas of general investigations, Interview and Interrogation, Search Warrants, Confidential Human Sources, and principles of advanced investigations. These courses are designed in collaboration with partnering police agencies such as the Calgary Police Service, to ensure interoperability and standardization amongst Alberta law enforcement. ISEP is collaboratively monitored under a provincial framework with both a working and steering committee.

Human Resources

To meet the demands of this program, in particular ensuring the curriculum is current and the delivery of materials is done in an effective manner, the following civilian positions are required:

2014 Operating Budget Questions By Councillor

Curriculum Designer (1 FTE)

A curriculum designer to manage the curriculum, both internally and externally, to ensure course consistency as per Investigative Skills Education Program (ISEP) Provincial Governance model, course accuracy in meeting identified objectives, course versioning to ensure up-to-date and engaging activities and scenarios, and the development of a defensible curriculum based on the direction of ISEP governance. At present our civilian designers/educators are at capacity and unable to take on the ISEP portfolio.

Clerk (1.0 FTE)

A Clerk II administrator to manage the ongoing clerical tasks related to investigative training, including production and distribution of investigative scenario scripts, coordination of assignments to/from training staff, facilitate access to online materials and provide on-going clerical support during course deployments, etc.

2014 Operating Budget Questions By Councillor

Branch: Community Strategies & Development

Asked By: Councillor McKeen

Question #: 14-1770

Budget Page #: 114

Not funding the WinterCity Implementation Plan will lost Edmonton an opportunity to host an international winter cities conference. Can you please provide an estimate of the lost opportunity, so far as the number of expected visitors and the expected economic spinoff? Page 114

Question Answer:

This funding is essential to support the planning, organization and marketing processes for this major international conference. These resources will ensure the conference meets expected goals and outcomes in terms of attendance, high quality program offerings and successful positioning of Edmonton as a world leading winter city.

Approximately 300 - 350 international, national and local delegates are expected to attend. The net economic impact of the conference is difficult to project at this point, but is expected to break even based on revenue from room nights. This estimate does not include:

- Economic spin-off from the trade show;
- Food and beverage spending by delegates;
- Tourism days before or after the conference;
- Delegate spousal tourism spending; or,
- Business contracts signed as a result of contacts made at the conference or the trade show.

Long-term benefits of hosting the Winter Cities Conference in Edmonton are not all quantifiable at this time. Some examples of long-term benefits to Edmonton include:

- Edmonton's national and international image and reputation;
- Knowledge gained and shared in all areas of winter (e.g. transportation, construction, tourism, livability);
- Business contacts made by local companies;
- Sharing of Edmonton's local expertise and innovation with other northern municipalities and businesses;
- Continued progress and momentum towards achieving the goals of the WinterCity Implementation Plan; and,
- Repeat tourism.

2014 Operating Budget Questions By Councillor

Branch: Community & Recreation Facilities **Asked By:** Councillor McKeen **Question #:** 14-1780

Budget Page #: 118

Recreation facility user fees are increasing above inflation? What is the rationale? Page 118 and 119.

Question Answer:

All fees in recreation facilities are set based on benchmark analysis, price point sensitivity analysis, and market research to balance the need to maximize cost recovery while also providing recreation services benefiting all Edmontonians.

2014 fee increases are proposed to partially offset the increased costs of providing services. Specifically, costs to implement the recommendations identified in the Aquatic Safety Report (released in November 2012) will require increased expenditures which are higher than inflation.

Branch: Edmonton Transit **Asked By:** Councillor McKeen **Question #:** 14-1790

Budget Page #:

What is the rationale for not increasing transit fares at an inflationary rate?

Question Answer:

Edmonton Transit bases its fare policy on scheduled and approved Council resolutions. Transit Fares are typically structured to recover a portion of Edmonton Transit's Operating Budget. This budget is driven by many different cost drivers that include service growth, bus fuel and maintenance costs, collective agreements and ridership projections. Inflation does not take these cost drivers into consideration and is not an adequate tool for setting Fare Policy. Also, increasing cash fares on a yearly basis would result in additional costs of change in signage, reprogramming of Electronic Vending Machines, and increased volume of coins resulting in increased armored car costs.

Branch: Community Standards **Asked By:** Councillor McKeen **Question #:** 14-1800

Budget Page #:

What is the compliance rate now for pet licensing?

Question Answer:

Currently, there are around 105,000 pet licenses- 2/3 are dog licenses and 1/3 are cat licenses. This represents estimated compliance rates of 60% for dogs and 30% for cats for total pet numbers in Edmonton.

Community Standards Branch has a number of on-going educational, awareness and enforcement initiatives to encourage responsible pet ownership which includes licensing pets. In 2014, significant improvements to the City's online pet licensing process is scheduled and pet license numbers are anticipated to increase by 10,000 next year.

2014 Operating Budget Questions By Councillor

Branch: Community Standards

Asked By: Councillor McKeen

Question #: 14-1810

Budget Page #: 154

Page 154 indicates a decrease in the number of homeless camps. Yet the 2014 budget talks about an increase in the river valley homeless camp removal program. Please explain.

Question Answer:

The result to be achieved is a reduction in the number of homeless encampments. Around 1500 camps are found in the River Valley each year. To achieve this result, the program will take a collaborative approach through the engagement of social services and agencies, Park Rangers, Parks and River Valley operations to complete major cleanup and outreach efforts in reducing the number.

Branch: Neighbourhoods, Parks & Community Recreation

Asked By: Councillor McKeen

Question #: 14-1820

Budget Page #:

The Green Shack program is unfunded. I need to be clear on the \$275,000 that is currently unfunded. Would that amount fund a program similar to years past? Or only in challenged neighbourhoods?

Question Answer:

Base level funding exists in Community Services for the delivery of the Green Shack program. Previously this funding was supplemented by a community contribution that often included provincial STEP or federal SCP employment grant funds. Provincial STEP employment grants have been suspended and federal SCP employment grants are uncertain.

A new model for the delivery of the Green Shack program is currently being finalized and will reduce reliance on employment grant funding.

The new model for delivery of the Green Shack program requires the addition of \$275K to existing base level funds to ensure that the program continues to be available to the level which occurred in 2013.

Criteria for where Green Shack programs occur are currently being finalized and a balance between challenged neighbourhoods and availability throughout the city will be sought.

2014 Operating Budget Questions By Councillor

Branch: Assessment and Taxation **Asked By:** Councillor McKeen **Question #:** 14-1830
Budget Page #:

Can you please explain in brief the province's tax-deferral program for seniors? As well, can you briefly say how and if the COE communicates the provincial plan to Edmonton's vulnerable seniors?

Question Answer:

The Seniors Property Tax Deferral Program (SPTDP) allows eligible senior homeowners to defer all or part of their property taxes through a low-interest home equity loan with the Alberta government. Eligibility requires homeowners to be 65 and over, reside in Alberta and have a minimum of 25% in their homes. Interest rates can change twice a year, but are currently set at 3%.

Edmonton informed all property owners of the property tax deferral program in their 2013 tax brochure which accompanied the 2013 tax notice. This brochure is also available online with links to the provincial website. The program will continue to be advertised through future literature used by the Assessment and Taxation Branch. If the Edmonton Seniors Homeowner Grant Program is ended in 2014, City administration will mail a special notice to all affected residents and inform them of the newly available property tax deferral program.

2014 Operating Budget Questions By Councillor

Branch: Budget Office

Asked By: Councillor Nickel

Question #: 14-0600

Budget Page #:

What would be the cost savings in having one branch or department handle all interrelated issues rather than having them cut across multiple departments?

Question Answer:

The City of Edmonton implemented a 311 Service that provides citizens with a single point of contact for the City of Edmonton information, programs, and services 24 hours a day, every day of the year. In addition to directly responding to the inquiry, the office also redirects some inquiries to the responsible areas in order to facilitate a coordinated response.

Over the last few years, the City of Edmonton undertook a review of all the Branches and Programs within the Departments in an effort to transform the organization through cultural change, communications improvement, alignment of strategic direction, continuous improvement and a review of the organization structure.

This review brought about structural changes to the organization which:

- Focuses on an integrated, city-wide approach to strategic leadership;
- Aligns the structure with directional plans (The Ways) and provides a “one-city” perspective
- Provides greater clarity of accountability to people looking at the organization, making the structure more logical and understandable for citizens, Council and administration.

Functional areas were consolidated such as land use planning, economic development, environment and parks planning to strengthen an integrated approach, building on natural linkages such as those between internal resource departments. This also provides the structure and the resources required to meet current priorities and commitments and for those planned in the future.

Branch: Housing and Economic
Sustainability

Asked By: Councillor Nickel

Question #: 14-0610

Budget Page #: 103

At what point will the Quarters CRL become self sustaining? And has that changed from the predictions made in the 2011 CRL document?

Question Answer:

Based on current projections The Quarters CRL will be in a positive cash position by 2017 with prior years' deficits plus Base Tax Levy repaid by 2020 (see note 2 on page 386). This is more favourable than projections in the 2011 CRL Plan where the positive cash position for the low scenario did not happen until 2020 and prior years' deficits plus Base Tax Levy were not repaid until 2025.

2014 Operating Budget Questions By Councillor

Branch: Corporate Properties

Asked By: Councillor Nickel

Question #: 14-0620

Budget Page #: 109

How does the downtown space growth program provide long-term cost savings and is there evidence to show that this will work? How does this align with the amalgamation of office space in a new building?

Question Answer:

City staff are currently housed in nine buildings downtown, 4 owned and 5 leased from the private sector. Administration has recognized opportunities exist to improve the efficiency of the City's current downtown accommodations in terms of space utilization and financial costs. These opportunities are based on the following factors:

- existing buildings have small and inefficient floor plates
- it is difficult to achieve space efficiencies across multiple buildings
- the City's major lease agreements expire on or before March 30, 2016
- by 2018, status quo costs will increase significantly
- the City can leverage better outcomes by investing existing accommodation funding into a different downtown accommodations model.

The space service package submitted as part of the 2014 operating budget is an interim measure to deal with immediate space needs, until a long-term solution is determined.

Branch: Edmonton Police Service

Asked By: Councillor Nickel

Question #: 14-0630

Budget Page #: 412

Of the 35 new police hires how many would be reduced by amending the Police Services budget increase by \$1 million?

Question Answer:

The EPS would eliminate 9 of the 35 new police positions if the budget increase is reduced by \$1.0 million.

2014 Operating Budget Questions By Councillor

Branch: Human Resources

Asked By: Councillor Nickel

Question #: 14-0640

Budget Page #:

What would be the net savings of freezing hiring in most of the corporation?

Question Answer:

The difficulty with across the board hiring freezes is that a number of City positions must be filled in order to meet service requirements. For example if a Firefighter position is vacant and not filled, their shift would be filled using overtime to ensure the appropriate number of staff are on shift. This would be similar for other positions like Transit operators or life guards. In these cases a freeze will actually result in increased cost. In other cases savings associated with a hiring freeze will have impacts on service delivery.

For the above reason it is difficult to determine actual savings because they could have to be offset by other potential cost including a decrease in service.

Branch: Human Resources

Asked By: Councillor Nickel

Question #: 14-0650

Budget Page #:

What would be the net savings of a hiring freeze on communications and administration staff?

Question Answer:

It is difficult to calculate with certainty the net savings, if any associated with a hiring freeze on Communications and administration staff (Financial Services and Taxation; Human Resources, Law, Information Technology, Office of the City Clerk; and Intergovernmental and External Affairs). The reason for this is that operating departments rely on these areas for support in order to provide their services. A decision not to fill a position will have an impact on the areas ability to provide services. It is important to note that these areas have been reduced from 9.0% of total tax supported expenses in 2009 to 8.3% in 2013.(page 24 budget book).

For the purpose of providing a calculation only and assuming no additional cost were incurred from a hiring freeze the savings are estimated at \$2,403,000. This is based on the 2013 average vacancy rate of 2.4% and these areas accounting for 8.3% of the total personnel budget (\$1,206,494,000). Service impacts will occur.

Branch: Human Resources

Asked By: Councillor Nickel

Question #: 14-0660

Budget Page #:

What would be the net savings of reducing one employee hire per department?

Question Answer:

The actual savings associated with reducing one employee per department is dependant on the salary of the specific position and may be offset by additional overtime expenditures required to maintain current service levels. Approximately \$448,260 based on one employee per department (5 departments excluding boards and authorities) at an average salary of \$74,400 for permanent employees and an average benefits cost of \$15,200 (rate of 20.5% of salary).

2014 Operating Budget Questions By Councillor

Branch: *Current Planning*

Asked By: *Councillor Nickel*

Question #: *14-0670*

Budget Page #: *317*

Would it be possible to identify and reassign underutilized staff from other branches to Current Planning to alleviate wait times as opposed to a full scale hiring of 67 new staff by 2016?

Question Answer:

The outlined resource requirements respond to demands of service volumes and execute service enhancements. Staff require a variety of specific skillsets in the areas of safety codes, planning, development and zoning, and development coordination. The services provided include technical reviews of structural and mechanical building plans, issuance of compliance certificates, and the coordination of land development. Where possible, surplus staff in other areas could be retrained depending upon skillsets, business needs and professional certification requirements.

The allocation of staff is reviewed on a continual basis. While an objective is to maintain acceptable wait times through continual process improvements, the primary goal is to enhance Current Planning service quality and predictability.

2014 Operating Budget Questions By Councillor

Branch: Current Planning

Asked By: Councillor Nickel

Question #: 14-0680

Budget Page #: 309

There has been a seventy percent increase in staff cost from 2012 to 2014 is the only solution to addressing the issuance of permits delays is to add more staff?

Question Answer:

No, a number of actions can and are being taken to reduce the time and effort in issuing permits. The increase in personnel costs during this period is less than the increase in permit-related revenues. While some of the increase in personnel costs is related to application volume, some of the increase during this time has been directed towards service improvements such as automation of business processes and improved customer support.

The recommended Current Planning Personnel budget for 2014 is \$32.4M, a 43% increase over the 2012 budget of \$22.7M. This compares with a 55% increase in revenues from user fees and permits in the same period. Intra-municipal Services, which cover personnel and non-personnel costs outside of Current Planning, increase by 138% in this same period (see table below). This increase was necessary to achieve the objective of full cost recovery for services provided by the Branch and effectively has reduced the draw on taxes by over \$18M annually.

The increase in personnel costs from 2012 to 2014 is necessary to achieve the following objectives:

- The volume of applications increased dramatically between 2012 and 2013 and additional growth is anticipated in 2014. This growth accounts for approximately \$5.7M.
- To support the move to web-based services, the proposed 2014 budget for Current Planning includes \$0.9M increase in personnel costs for conversion of paper files to digital files. This is required to move records to the new system.
- A number of service enhancements have been implemented during this period ranging from increased customer support to reduced timelines for approvals. These changes account for \$1.7M in the personnel cost increase.
- Support for more sustainable development such as implementation of the Green Building Plan accounts for an increase of \$0.5M in personnel costs.
- As web-based technologies are developed, a customer support team is being created to support customers using these services. This accounts for a \$0.9M increase in personnel costs

Overall, the increase in budget for personnel costs of 43% is lower than overall revenue growth in the same period of 55%.

2014 Operating Budget Questions By Councillor

	Annual Budget (millions \$)			Increase to 2014 from:	
	2012	2013	2014	2012	2013
Personnel costs	22.7	28.0	32.4	43%	16%
Intra-municipal service costs	7.9	16.5	18.8	138%	14%
Revenues From User Fees and Permits	38.1	45.4	59.0	55%	30%

Branch: *Current Planning*

Asked By: *Councillor Nickel*

Question #: *14-0690*

Budget Page #: *309*

What process improvements that do not require more staff costs are being considered? And when will these improvements be made and in place?

Question Answer:

The implementation of the following process improvements through eServices Portal development include:

- Online permitting, licensing and land development application submission and payment options
- Automating and streamlining residential and commercial permitting processes in coordination with other branch services
- Electronic acceptance, circulation, and review of land development plans and permits

The first iteration of the online improvements will be in place in 2014. Processes for Development Coordination and Expedited Development Permits are already in place with additional development for other applications in 2014-15.

2014 Operating Budget Questions By Councillor

Branch: *Current Planning*

Asked By: *Councillor Nickel*

Question #: *14-0700*

Budget Page #: *309*

Why is 2.5 million a year drawn from permit fees to cover other aspects of the City's business when the Current Planning Branch is presented as a cost recovery activity?

Question Answer:

The Current Planning business model is based on full cost recovery principles. During the 2013 budget deliberations, an additional \$2.5 million in support costs were identified that met the cost recovery principles. Council therefore directed that \$2.5 million be drawn from the 2013 reserve to cover these costs. In the 2014 budget and beyond, these costs will be drawn directly from operating revenues. These resources are related to activities associated with application decision-making processes and are included in the calculation of fees for service delivery.

Branch: *Current Planning*

Asked By: *Councillor Nickel*

Question #: *14-0710*

Budget Page #: *310*

What is the basis for a transfer of a half a million dollars to the fund?

Question Answer:

Forecast and unforecast surpluses and deficits are managed through the Current Planning Reserve. The Current Planning Reserve is meant to stabilize branch revenues and expenditures during fluctuating economic conditions.

In 2014, the transfer to the Reserve is projected to increase by \$559K (from \$941k to \$1.5 million), as a result of forecast revenue increases that exceed planned expenditures. The projected increase in volume is in line with the City's economic outlook. As the Current Planning Reserve is still below its targeted balance, the branch continues to allocate surpluses to this reserve.

City Council has approved Policy C570 which stipulates how the Current Planning Reserve Fund is managed. Currently, the Reserve is still well below the targeted balance of \$46.5 million and is in accordance with the outlined policy.

2014 Operating Budget Questions By Councillor

Branch: *Current Planning*

Asked By: *Councillor Nickel*

Question #: *14-0720*

Budget Page #: *310*

If permit fees were reduced by half a million dollars and the transfer of 2.5 million out of Current Planning was redirected back to the Reserve, would not the same end be achieved?

Question Answer:

There are two reserves reflected in the operating budget for the Current Planning Branch.

The first is the Current Planning Reserve which is meant to stabilize branch revenues and expenditures during fluctuating economic conditions. \$1.5 million is budgeted to be transferred to this reserve from the Current Planning Branch operating budget in 2014. This amount is the estimated surplus from branch revenues over expenditures. As the Current Planning Reserve is still below its targeted balance, the branch continues to allocate surpluses to this reserve.

The second reserve referenced in the Current Planning budget is the Revolving Industrial Servicing Fund Reserve, which is used to fund an incentive program for industrial development. In 2014, there is a budgeted \$4.545 million transfer from this reserve to cover a rebate payment for the program and associated debt servicing costs. The transactions relating to the Revolving Industrial Servicing Fund have no net impact on the tax levy or the Current Planning Reserve.

2014 Operating Budget Questions By Councillor

Branch: Budget Office

Asked By: Councillor Nickel

Question #: 14-0730

Budget Page #: 61

How do the profiles 12-50-0100, 09-50-0200, and 12-18-0014 directly relate?

Question Answer:

There is no relationship between the three, other than all three projects have a technical component, although one (Application maintenance and support) is operated out of the IT branch. The other two projects (Capital and Operating Budget System, and Cashier System Replacement) are operated out of the Financial Services branch.

All three projects have operating impacts of capital, and have IT staff assigned to them.

Here are further details on each project:

- The application maintenance and support project will provide funding for two new applications, Adobe Livecycle and Team Foundation Server. Adobe Lifecycle is a document and forms platform that captures and processes information, and facilitates mobility by allowing access to forms by any user on any device. Team Foundation Server ensures security and control of software code that is developed in-house and manages City owned intellectual property.

- The Capital and Operating Budget System (COBS) is a financial system that will help the administration provide Council with accurate and transparent budgets to help them make key financial decisions. For more information on COBS see the project webpage:
<https://sites.google.com/a/edmonton.ca/cobs-project/>.

- The Cashier Replacement System has replaced current software with new software (iNovah) that manages the payment collection and processing activities with the latest web-based technologies in a consolidated and efficient manner.

2014 Operating Budget Questions By Councillor

Branch: *Housing and Economic Sustainability*

Asked By: *Councillor Nickel*

Question #: 14-0740

Budget Page #: 324

What is the total budgeted for Start Up Edmonton, the Façade improvement program and the Development Incentive Program in the 2014 operating budget?

Question Answer:

Startup Edmonton

2014 Budget : There is no base funding for Startup Edmonton program in the 2014 budget. EEDC has an unfunded service package (pg. 396) that requests Council consider an ongoing, annual \$300,000 funding for Startup Edmonton. If approved, the fund would provide the ongoing necessary support to Startup Edmonton's programs and activities to create an entrepreneurial ecosystem.

2013 Budget : The City of Edmonton's Sustainable Development department provided one-time funding of \$250,000 to support Startup Edmonton.

Background on Development Incentive Program (DIP) and Facade Improvement Program (FIP) COE administration took numerous initiatives to increase the success of its Incentive Programs. The initiatives included:

A focused marketing program generating around 407 leads.

Renewed strategy to pursue and support the generated leads

This has led to an increased subscription to the City's Incentive Programs and a higher flow of private investment into small and medium businesses.

The Development Incentive Program has no ongoing base funding for grants in 2014. In 2014, there is a \$500,000 budget allocated for DIP, funded through the reserves which is the result of unspent one time funding approved in previous years. This is a 100% increase over the previous year to take into account the increased success of the incentive programs.

The Facade Improvement Program has a \$840,000 budget in 2014 for grants. This allocation will fund approximately 20-30 Facade Improvement Programs in Business Revitalization Zones across Edmonton.

Branch: *Human Resources*

Asked By: *Councillor Nickel*

Question #: 14-0750

Budget Page #:

How many employees are hired under 11 month temporary contracts with the City of Edmonton?

Question Answer:

The number of temporary employees will vary throughout the year. Temporary employees are used to fill in for employee leaves and to address work that does not require an ongoing permanent employee. On August 1, 2013 there were 362 employees are currently working on assignments up to 11 months.

Police Services - As of Nov. 20, 2013 there were 33 employees working with temporary assignments lasting up to 11 months.

2014 Operating Budget Questions By Councillor

Branch: *Human Resources*

Asked By: *Councillor Nickel*

Question #: *14-0760*

Budget Page #:

What is the average pay for employees with 11 month temporary contracts?

Question Answer:

Temporary employee assignments are used to fill in for leaves and may occur at all levels of the organization. Therefore the actual salary for an assignment can vary considerably. The average salary if they were to work a full year would be \$45,507.

Police Services:

2013 rates for non-sworn members:

- Average annual rate is \$58,307

Branch: *Transportation Operations*

Asked By: *Councillor Nickel*

Question #: *14-0770*

Budget Page #: *66*

Why does the breakdown of zones for Traffic Signals Maintenance include a City Wide zone?

Question Answer:

The "Citywide zone" represents the traffic signals in all areas of the City that require ongoing maintenance and also for damages by third parties, which the City must repair immediately to sustain road safety.

2014 Operating Budget Questions By Councillor

Branch: Transportation Planning

Asked By: Councillor Nickel

Question #: 14-0780

Budget Page #:

For the Active transportation capital funding envelope how much money was spent in 2011, 2012, and 2013 and list individual spending on bike, sidewalk, and shared use path plans?

Question Answer:

Infrastructure associated with the Active Transportation Program (sidewalks, shared-use paths, on-street bicycle facilities, curb ramps, accessible bus stops, etc.) is funded out of the 2012 – 2014 Capital Budget, not the Operating Budget.

The breakdown of capital expenditures for the 2011 to 2013 time period is as follows:

Element	2011	2012	2013*
Sidewalks**	\$4.5 Million	\$7.2 Million	\$3.0 Million
Shared-Use Paths	\$1.9 Million	\$2.7 Million	\$3.0 Million
On-Street Bicycle Routes***	\$1.5 Million	\$0.4 Million	\$2.7 Million

* Estimates only – final costs for 2013 construction work not yet available

** Includes funds allocated to sidewalks, curb ramps, and sidewalk connections to improve bus stop accessibility

*** Amount includes cost of roadway maintenance / pavement overlays to prepare road surface for pavement markings (for example, of the \$2.7 Million spent in 2013, \$1.5 Million was spent on pavement overlays)

2014 Operating Budget Questions By Councillor

Branch: Budget Office

Asked By: Councillor Nickel

Question #: 14-0790

Budget Page #:

MPI is predicted to be at 3.0% vs. 2.5% for CPI, please list the elements for the MPI calculation and their respective 5 year projections from 2014 to 2019? Also please provide the methods of calculating the MPI so as to explain how the 3% number was derived.

Question Answer:

The attached background document (Attachment 14-0790) sets out the methodology used to estimate the MPI including the cost components used. At this time we prepare a 4 year forecast for the MPI. This is also included in the document. The MPI will be recalculated in the first quarter 2014. The forecast could be extended by an additional year as part of that recalculation in 2014.

Branch: Budget Office

Asked By: Councillor Nickel

Question #: 14-0800

Budget Page #:

Please identify possible one time savings from operating cost of capital due to full year budgeting operating costs?

Question Answer:

There are no additional one time savings from the operating cost of capital due to full year budgeting. At the July 16, 2013 meeting, City Council passed the following motion, "That the proposed 2014 Operating Budget be prepared without funding full annualization of operating impacts of capital". Based on this motion, Administration prepared the proposed 2014 operating budget with the required \$6.2 million in annualization unfunded and therefore, did not impact the proposed tax increase.

Branch: Transportation Operations

Asked By: Councillor Nickel

Question #: 14-0810

Budget Page #:

LED street light conversion has decreased greenhouse gas emissions by 243 tons per year. How much are these savings and please explain to me how these cost savings were derived?

Question Answer:

For every 1000 streetlights replaced to LED's Greenhouse Gas(GHG) emissions are to be reduced by 243t/year. This is based on 35% energy savings (290 kWh/year) per luminaire and emissions of 840g/kWh. The calculation is based on an accepted industry values for GHG emissions established by the Federal Government.

early energy cost savings per 1000 luminaire is based on cost of energy of \$0.1/kWh which represents \$29,000/year.

2014 Operating Budget Questions By Councillor

Branch: *Housing and Economic Sustainability*

Asked By: *Councillor Nickel*

Question #: *14-0820*

Budget Page #: *20*

On page 20 of the budget summary there is an \$8 million or 8% drop in grants. Please outline what grants have been reduced or eliminated. Please also outline the projected or planned grant applications that are being presently in the works in regards to the other orders of government.

Question Answer:

This line item reflects a reduction in provincial grant flow-throughs expenditures. Provincial block funding contributions and City funds committed under the prior Cornerstones I program have been committed and are expected to be fully expended by 2015.

To date, no provincial funds have been committed to support the Cornerstones II Affordable Housing Grant program. In early 2014, Administration will provide a report on the Cornerstones II Affordable Housing Investment and Implementation Plan.

2014 Operating Budget Questions By Councillor

Branch: Budget Office

Asked By: Councillor Nickel

Question #: 14-0830

Budget Page #:

There has been a significant drop in reserves transferred to the city - could you please provide me a 5 years outline of past transfers (2009-2013) and then a 5 year projection (2014-2019) of what expected transfers would be to the city given the assumption that our regulatory environment stays as it is today.

Question Answer:

Transfers from reserves include funding from various City reserves to offset operational expenditures. Reserve transfers to operations can vary annually based on operational needs and requirements. Historical (2009-2012), budgeted (2013) and proposed (2014) transfers from reserves to support operations are as follows:

2009 Actual - \$46.7 million
2010 Actual - \$48.7 million
2011 Actual - \$47.6 million
2012 Actual - \$32.5 million
2013 Budget - \$38.7 million
2014 Proposed - \$11.8 million

Administration prepares the operating budget with an annual focus. Forecasts for these transfers are not available for 2015-2019.

The significant decrease between the 2014 proposed budget and 2013 budget is largely due to transfers from the Financial Stabilization Reserve (FSR) to fund departmental operating expenditures. The 2013 budget includes \$23.0 million in transfers from the FSR to fund expenditures across various departments. These transfers were approved by Council on March 20, 2013 based on the 2012 year-end financial results and progress on operating projects approved to be funded from the FSR at that time. The equivalent transfer for 2014 will be approved by Council in March, 2014. Administration expects the 2014 and 2013 budgeted transfers from reserves to be more similar once the 2014 FSR transfers are approved by Council.

2014 Operating Budget Questions By Councillor

Branch: Human Resources

Asked By: Councillor Nickel

Question #: 14-0840

Budget Page #: 25

What is the average length of time it takes to hire a civic employee? Please break this information down by department?

Question Answer:

Time to Fill Permanent Positions by Department (Days)

	2012	2013 YTD (January to October)
Community Services	50.8	51.1
Corporate Services	54.1	51.7
Financial Services and Utilities	60.2	56.9
Sustainable Development	49.2	52.9
Transportation Services	58.9	50
City Total	55.3	52.5

The time to fill is calculated from the date the position is first posted to the date a candidate is offered a position. Our target is to fill permanent positions in 52 days or less which is consistent with the Conference Board of Canada benchmark of 52 days.

2014 Operating Budget Questions By Councillor

Branch: Human Resources

Asked By: Councillor Nickel

Question #: 14-0850

Budget Page #:

All city collective agreements are ending in 2013, please provide the wage settlement for each collective agreement (including benefits) for each of the 6 civic and 2 police organizations for the past 5 negotiated contracts.

Question Answer:

	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013
ATU 569	3%	3.5%	3.5%	3%	4%	5%	4.5%	4.5%	2.5%	3%	3%
ATU 569 - DATS	3%	3.5%	3.5%	3%	4%	5%	4.5%	4.5%	2.5%	3%	3%
CSU 52	3%	3.5%	3.5%	3%	4%	5%	4.5%	4.5%	2.5%	3%	2.86%
CUPE Local 30	3%	3.5%	3.5%	3%	4%	5%	4.5%	4.5%	2.5%	3%	3%
Edmonton Fire Fighters	3%	3.5%	3.5%	3%	4%	5.7%	5.5%	5.5%			
Management / Professional	3%	3.5%	3.5%	3%	4%	5%	4% + 0.5% benefits	4.5%	1.5%	3%	3%
Police Association	3%	3.5%	3.5%	3%	4%	5%	6.2%	5.4%	*2.5%	*3%+ 0.489% benefits and patrol incentive	3.4% +0.1% benefits
Senior Police Association	3%	3.5%	3.5%	3%	4%	5%	6.2%	5.4%	2.5%	3%	3.5%

* Mediators recommendation

2014 Operating Budget Questions By Councillor

Branch: *Neighbourhood Renewal*

Asked By: *Councillor Nickel*

Question #: 14-0860

Budget Page #:

How much does the back alley renewal program add to the tax levy if it was to be implemented?

Question Answer:

As part of the 2012 - 2014 Capital Budget submission, the Neighbourhood Renewal Program was identified to include alley renewal however additional funding was not allocated. Two pilot locations were undertaken in 2011/2012 (Sakaw, McLeod) where alley reconstruction would be done in conjunction with neighbourhood overlay and the cost of reconstruction would be funded via 50/50 Local Improvement. The pilot project had limited (mixed) success (as some projects were successfully defeated by property owners). The use of local improvements has been problematic and may not have the public support required to have a predictable and sustainable alley renewal program.

As part of the 2015 - 2018 capital submission, Administration now proposes an alley reconstruction program that occurs in conjunction with neighbourhood reconstruction. The neighbourhood reconstruction schedule will be extended by another 1- 2 years to include alley work. A concept estimate of \$40 million (or approximately \$10 million per year in 2013 dollars) is required to reconstruct poor alleys in the neighbourhoods proposed for reconstruction in 2015 to 2018, but this estimate does not include drainage improvements (i.e. no additional stormwater catch basins/capacity). In addition Drainage Services currently has no dedicated approved capital budget for their renewal work in the alley.

The new \$10 million could be generated by an additional 1.0% tax levy in 2014 (\$11.378 Million) or 2015 (\$12.132 million) or phased in over two years as 0.5% for 2014 (5.689 million) and 2015 (\$6.066 million).

2014 Operating Budget Questions By Councillor

Branch: Neighbourhood Renewal

Asked By: Councillor Nickel

Question #: 14-0870

Budget Page #:

Please provide an update to the 2013 neighborhood renewal program by project:

- a. *Projects completed, estimated costs vs. actual*
- b. *Projects that did not get complete in 2013 (if any)*

Question Answer:

NBHD RENEWAL ROAD CONSTRUCTION

NBHD RECONSTRUCTION

-12 projects: 98% complete (41 km) of 42 km)

-Estimated Budget (million): \$85.538; Actual Projected: \$81.965, 2013 CF = \$2.875

NORTHEAST ROAD RECONSTRUCTION

-3 projects: 100% complete of 2.2 km

-Estimated Budget (million): \$5.797; Actual Projected: \$5.527

COLLECTOR/LOCAL AND NBHD TRIAGE RENEWAL

-94 Projects in 48 neighbourhoods: 89% complete (35 km) of 39 km

-Estimated Budget (million): \$26.501; Actual Projected: \$21.966, 2013 CF= \$3.186

ROAD CONSTRUCTION TOTAL: 89% complete (136 km) of 152 km)

-Estimated Budget (million): \$142.184; Actual Projected: \$126.640, 2013 CF= \$8.501

2014 Operating Budget Questions By Councillor

Branch: *Project Management & Maintenance Services*

Asked By: *Councillor Nickel*

Question #: *14-0880*

Budget Page #: *58*

Please separate staffing, materials, services, utilities and custodial maintenance into their component totals for each of the Capital project profiles

Question Answer:

The following tables separate line items as requested for the Capital project profiles on page 58.

2014 Operating Budget Questions By Councillor

88 09-28-1001	Millwoods Park Pavillion Building	2014		
		(budget req'd)	(annualization)	Total
	FTE's			0.0
	Personnel	\$ -	\$ -	\$ -
	Materials & Equipment	\$ -	\$ -	\$ -
	External Services	\$ 32,000	\$ 16,000	\$ 48,000
	Fleet Services	\$ -	\$ -	\$ -
	Intra-municipal Services	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -
	Other (one-time start-up costs)	\$ -	\$ -	\$ -
	Total Expenditures	\$ 32,000	\$ 16,000	\$ 48,000
	Total Revenue	\$ -	\$ -	\$ -
	Net	\$ 32,000	\$ 16,000	\$ 48,000

Funded 09-41-0100	East End Soccer Centre	2014		
		(budget req'd)	(annualization)	Total
	FTE's			0.0
	Personnel	\$ -	\$ -	\$ -
	Materials & Equipment	\$ -	\$ -	\$ -
	External Services	\$ 1,798	\$ -	\$ 1,798
	Fleet Services	\$ -	\$ -	\$ -
	Intra-municipal Services	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -
	Other (one-time start-up costs)	\$ -	\$ -	\$ -
	Total Expenditures	\$ 1,798	\$ -	\$ 1,798
	Total Revenue	\$ -	\$ -	\$ -
	Net	\$ 1,798	\$ -	\$ 1,798

Funded 09-66-1070	Kennedale Traffic Ops Building & NE Yard	2014		
		(budget req'd)	(annualization)	Total
	FTE's			5.0
	Personnel	\$ 132,610	\$ 397,832	\$ 530,442
	Materials & Equipment	\$ -	\$ -	\$ -
	External Services	\$ 55,892	\$ 167,673	\$ 223,565
	Fleet Services	\$ 60,000	\$ 180,000	\$ 240,000
	Intra-municipal Services	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -
	Other (one-time start-up costs)	\$ -	\$ -	\$ -
	Total Expenditures	\$ 248,502	\$ 745,505	\$ 994,007
	Total Revenue	\$ -	\$ -	\$ -
	Net	\$ 248,502	\$ 745,505	\$ 994,007

Funded 11-21-1004	Millwoods Multicultural Centre - Library/ Senior Center	2014		
		(budget req'd)	(annualization)	Total
	FTE's			0.0
	Personnel	\$ -	\$ -	\$ -
	Materials & Equipment	\$ -	\$ -	\$ -
	External Services	\$ 29,163	\$ 145,813	\$ 174,976
	Fleet Services	\$ -	\$ -	\$ -
	Intra-municipal Services	\$ -	\$ -	\$ -
	Utilities	\$ -	\$ -	\$ -
	Other (one-time start-up costs)	\$ -	\$ -	\$ -
	Total Expenditures	\$ 29,163	\$ 145,813	\$ 174,976
	Total Revenue	\$ -	\$ -	\$ -
	Net	\$ 29,163	\$ 145,813	\$ 174,976

2014 Operating Budget Questions By Councillor

Branch: *Transportation Operations* **Asked By:** *Councillor Nickel* **Question #:** *14-0890*
Budget Page #:

How much does it cost annually to maintain a street light? How much does it cost to install a new street light?

Question Answer:

Costs to maintain or replace a street light vary based on a type of work needed. Poles are galvanized and have a life expectancy of 75 years. High Pressure Sodium (HPS) Luminaries are re-lamped every 5 years and LED luminaires have a life expectancy of 20 years with minimal maintenance. Based on the current Electrical Services Agreement typical maintenance costs are: Group Lamp Replacement (HPS) maintenance program costs \$24 per lamp
Cost to replace streetlight luminaire is approximately \$1,500.

Branch: *Neighbourhoods, Parks & Community Recreation* **Asked By:** *Councillor Nickel* **Question #:** *14-0900*

Budget Page #: *114*

On page 114 item # 4 please explain what the 7.0 FTE's will be doing and what hard results will they be adding to the Green Shack Program?

Question Answer:

Please note that the description in the budget binder does not align with the title of this service package "Neighbourhood, Parks and Community Recreation Green Shack Program" (p. 114, #4). The 7.0 FTEs for the Green Shack Program will be up to 45 seasonal full-time frontline Green Shack leaders required to ensure a quality program.

2014 Operating Budget Questions By Councillor

Branch: Human Resources

Asked By: Councillor Nickel

Question #: 14-0910

Budget Page #:

Please provide me actual staff vacancy rates for the years 2010, 2011, 2012, and 2013 for the entire corporation?

Question Answer:

Average Vacancy Rate (Percentage of Permanent Positions Actively Being Recruited For) for 2010-2013 YTD

2010	2011	2012	2013 YTD
2.8%	3.3%	2.8%	2.4%

*excludes Boards and Authorities and Firefighter and Transit recruitment

Number of Permanent Vacancies Actively Being Recruiting For Each Month (2009-2013 YTD)

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2009	238	226	233	173	123	151	158	133	141	176	171	117
2010	169	170	174	191	188	184	164	149	138	118	171	170
2011	242	175	200	215	200	204	167	193	200	180	216	190
2012	225	280	418	195	185	204	225	286	277	212	205	187
2013	154	171	197	201	191	205	201	185	219	239	212	

* All numbers are based on the 1st of each month, *excludes Boards and Commissions, Police and Library and Firefighter and Transit recruitment.

The current time to fill for permanent positions is 52.5 days resulting in each vacancy being reflected in multiple months. Our current time to fill is consistent with the Conference Board of Canada benchmark of 52 days.

Please note: Department personnel budgets are discounted to take into account anticipated employee vacancies.

2014 Operating Budget Questions By Councillor

Branch: Human Resources

Asked By: Councillor Nickel

Question #: 14-0920

Budget Page #:

Where a permanent full time position is filled on July 1 of a particular year, what is the impact to the FTE calculation?

Question Answer:

For existing positions and assuming the position is a full time permanent position the FTE would be recorded as 1 FTE and not be impacted by the period it was vacant. For new positions approved in the 2014 budget the FTE count in this scenario would reflect 0.5 rather than 1.0. The FTE count would then increase in 2015 by another 0.5 of an FTE to reflect the annualization.

Branch: Drainage Services

Asked By: Councillor Nickel

Question #: 14-0930

Budget Page #:

Tweddle Place and Satoo neighborhoods are not scheduled to receive funding in 2014 for drainage and sanitary storm water. Please explain why and what would be Drainages recommendations in to speeding up the process of reducing their flood risks for these neighbourhoods?

Question Answer:

This question was reassigned to the Utilities. Please see question #14-010U.

Branch: Current Planning

Asked By: Councillor Nickel

Question #: 14-0940

Budget Page #:

Please provide the average (mean) turnaround times for all permits, licenses, certificates & agreements, development compliance and compliance related matters issued by the city of Edmonton for the last 5 years (2009-2013)?

Question Answer:

Please see graphs and tables in Attachment 14-0940 / 14-1470.

2014 Operating Budget Questions By Councillor

Branch: Community & Recreation
Facilities

Asked By: Councillor Nickel

Question #: 14-0950

Budget Page #:

How large is the perpetual care reserve for the city and what has been the annual contribution to the reserve over past the 5 years (2009-2013)?

Question Answer:

As of October 31, 2013, the Perpetual Care Reserve has a balance of \$6,301k.
In 2014, 25% of cemetery sales will be transferred to the reserve.

Perpetual Care Reserve

Annual Contributions

2009 – 2013

2009	\$120,672
2010	\$733,865
2011	\$292,065
2012	\$175,736
2013*	\$1,057,991

*At Oct 31, 2013

2014 Operating Budget Questions By Councillor

Branch: Fire Rescue Services

Asked By: Councillor Nickel

Question #: 14-0960

Budget Page #:

Please itemize the intra municipal services - due to corporate properties charges - what these charges actually are

Question Answer:

<u>Intra-municipal Services</u>	<u>2014 Proposed Budget</u>
Corp Properties - Rent and Utilities	36,316.00
EPS - Shared Radio Costs	44,000.00
HR - Staff Support, Corporate Training, Corporate & Management Oversight	88,355.00
Law - Corporate Security	11,083.00
NPCR - Parks Maintenance	5,000.00
PMMS - Building Maintenance	411,480.00
PMMS - Custodial	19,438.00
	<u>615,672.00</u>

2014 Operating Budget Questions By Councillor

Branch: *Fire Rescue Services*

Asked By: *Councillor Nickel*

Question #: *14-0970*

Budget Page #:

What is the ratio of supervisors/inspectors to front line fire fighters?

Question Answer:

The ratio of supervisors to front line fire fighters is 21:993, or 1 supervisor per 47.3 front line fire fighters. This ratio is based on a definition of supervisors as part of a hierarchy on the emergency scene consisting of District Chiefs (responsible for Stations and Fire Fighter's within a geographic area), Platoon Chiefs (responsible for all District Chief's and Fire Fighters assigned to the 'on duty' Platoon) and a Deputy Chief of Operations. This figure does not include station captains, as they are part of the working crews (active fire fighters) assigned to sectors on the emergency scene.

2014 Operating Budget Questions By Councillor

Branch: Multi-Department
Response

Asked By: Councillor Nickel

Question #: 14-0980

Budget Page #:

How much has/is the City budgeting to spend in 2014 and 2015 on external consultants in all departments, civic agencies, boards, library and police etc.? How much did the city spend in actual dollars on external consultants for these same groups in 2013?

Question Answer:

The following table shows information for the 2013 budget and October year to date actuals as well as 2014 budget related to external consultants.

There are also costs associated with the use of external consultants in the capital budget. At this point in time, the information has not been collected; however, it can be provided as part of the capital budget process in the Spring of 2014.

2014 Operating Budget Questions By Councillor

Consultant Expenditures - 2014 Operating Budget

(\$000)	2013		2014 Budget	\$ Change '13 to '14	% Change '13 to '14
	2013 Budget	Actuals to end of October			
Boards & Commissions					
Economic Development Corporation	951	610	979	28	2.9
Police Service	3,032	2,637	3,057	25	0.8
Public Library	47	32	48	1	2.1
Fort Edmonton Park	45	49	55	10	22.2
Homeless Commission	323	48	323	-	0.0
Total Boards & Commissions	4,398	3,376	4,462	64	1.5
Civic Departments					
Community Services					
Community & Recreation Facilities (CRF)	106	404	106	-	0.0
Community Standards	443	231	436	(7)	(1.6)
Community Strategies & Development	1,000	498	815	(185)	(18.5)
Fire Rescue Services	70	259	70	-	0.0
Neighbourhoods, Parks & Community Rec	278	194	282	4	1.4
Project Management & Maintenance Services	607	967	607	-	0.0
Corporate Services					
Customer Information Services	540	158	540	-	0.0
Human Resources	257	79	194	(63)	(24.5)
Information Technology	4,572	10,489	6,450	1,878	41.1
Law	46	205	46	-	0.0
Materials Management	11	54	11	-	0.0
Office of the City Clerk	70	70	60	(10)	(14.3)
Financial Services & Utilities					
Assessment & Taxation	925	728	925	-	0.0
Financial Services/Corp. Strategic Planning	1,537	633	1,767	230	15.0
Office of the City Auditor	40		40	-	0.0
Office of the City Manager					
Corporate Communications	1,571	979	1,571	-	0.0
Intergovernmental & External Affairs	125	23	125	-	0.0
Sustainable Development					
Corporate Properties	675	287	675	-	0.0
Current Planning	39	114	539	500	1,282.1
Housing & Economic Sustainability	539	442	489	(50)	(9.3)
Urban Planning & Environment	1,311	954	2,026	715	54.5
Transportation Services					
Edmonton Transit	84	131	99	15	17.9
LRT Design & Construction	3	3	3	-	0.0
Roads Design & Construction	61	4	61	-	0.0
Transportation Operations	458	175	458	-	0.0
Transportation Planning	2,198	801	1,698	(500)	(22.7)
Total Civic Departments	17,566	18,882	20,093	2,527	14.4
Municipal Enterprises					
Drainage Design & Construction	216	85	590	374	173.1
Fleet Services	40	114	41	1	2.5
Land Enterprise	414	566	414	-	-
Total Municipal Enterprises	670	765	1,045	375	56.0
Total Consultant Expenditures - Operating	22,634	23,023	25,600	2,966	13.1

2014 Operating Budget Questions By Councillor

Branch: *Materials Management*

Asked By: *Councillor Nickel*

Question #: *14-0990*

Budget Page #:

Of the individual consultants or consultant companies hired in in 2013 which were hired without being put to tender. Please also provide the percentage on this figure. What was the average (mean) tender value?

Question Answer:

For 2013 YTD up until Oct 31, the City entered into a total of 269 external consultant contracts that were hired without being put to tender. This represents 38% of the total external consultant spend by dollar value, and 77% by contract count. For all external consultant contracts, the average (mean) tender value was \$550,868, and the average non-tender value was \$100,815.

Please note that these figures are only for the City of Edmonton and Edmonton Police Service spend, and exclude the Edmonton Public Library and civic agencies. Also note that the figures provided include consultant contracts that are funded by both operating and capital budgets. Further analysis is required in order to separate those consultant contracts specifically funded by operating.

In 2013, the EPS hired 35 consultants of which 23 (66%) were awarded through the tendering process and the remaining 12 (34%) were a single source due to the specific expertise of the consultants.

The average (mean) annual expenditures for consultants awarded through a tender process are \$129k and single source \$20k.

2014 Operating Budget Questions By Councillor

Breakdown of Tender vs. Non-Tender for External Consultant Contracts

2013 YTD Oct 31	Average Contract Value	Total Value	Percentage	Total Count	Percentage
Sole Source	\$100,815	\$ 27,119,362	38%	269	77%
Tender	\$550,868	\$ 44,069,455	62%	80	23%
		\$ 71,188,817	100%	349	100%

The above table represents all external consultant contracts funded by both operating and capital.

Branch: *Neighbourhood Renewal* **Asked By:** *Councillor Nickel* **Question #:** *14-1000*
Budget Page #:

What is the warranty requirement placed on private contractors who do neighborhood renewal projects for the City of Edmonton

Question Answer:

The standard warranty period for most City road projects is 2 years. The typical procedure is to identify any contract deficiencies prior to the expiration of the warranty through a field review. The contractor must do the required repairs prior to the City releasing any hold-backs or bid bonds.

2014 Operating Budget Questions By Councillor

Branch: Human Resources

Asked By: Councillor Nickel

Question #: 14-1010

Budget Page #:

Could you please provide the number of lost worker days due to sick leave by department for the last five years (2008-2012) and available data for 2013?

Question Answer:

Police Services:

Lost hours for sworn & non-sworn employees are:

2011 - 98,800

2012 - 112,480

2013 - 98,640 (to Nov 20)

The following table provides the information for each Civic Department:

Sick Hours per Employee by Department (2009-2013 YTD)

Department	2009	2010	2011	2012	2013 YTD*
Community Services	74.6	71.8	71.8	76.7	59.8
Corporate Services	60.6	61.4	69.5	66.1	54.5
Financial Services and Utilities	56.7	58.6	56.3	52.6	44.4
Sustainable Development	40.3	43.8	45.0	52.0	38.6
Transportation Services	72.0	67.5	73.9	75.6	61.8
City Total	66.2	64.8	68.9	69.0	55.7

*2013 YTD includes data as of October 31

According to Statistics Canada in 2012, full-time employees in the public sector took 12.4 days off for sickness and personal or family responsibilities. The City of Edmonton is below the Statistics Canada benchmark with employees taking 10.5 days off for sickness in 2012.

2014 Operating Budget Questions By Councillor

Branch: Human Resources

Asked By: Councillor Nickel

Question #: 14-1020

Budget Page #:

Could you please provide the number of lost worker days due to injuries by department for the last five years (2008-2012) and available data for 2013?

Question Answer:

Police Services Lost Hours (incl. sworn & non-sworn members):

2008 - 4,576

2009 - 6,536

2010 - 3,264

2011 - 3,008

2012 - 8,352

2013 - 3,424 (to Nov 20)

The following table provides the information for the Lost Time Hours and Lost Time Frequency Rate for the Civic Departments:

2014 Operating Budget Questions By Councillor

City of Edmonton Total Lost Time Hours Related to Occupational Injury or Illness (2008-2013 YTD)

	2008	2009	2010	2011	2012	2013 YTD*
City Total	87,945	80,150	74,842	80,391	61,421	55,287

*2013 YTD includes data as of November 18, excludes Boards and Commissions, Police and Library
The information is provided by the Workers Compensation Board and we are unable to break down the information by department.

A common measure of occupational lost time is the lost time frequency rate. It is a measure of the workplace lost time incidents per 200,000 hours worked. This provides a constant base to measure performance and reflect risk to actual hours worked. The City calculates frequency rate by department on a monthly basis as part of our management oversight practise.

City of Edmonton Lost Time Frequency Rate (2008-2013 YTD)

	2008	2009	2010	2011	2012	2013 YTD*
Community Services	4.96	3.19	3.78	4.51	4.88	2.66
Corporate Services	2.08	1.94	2.05	1.54	1.56	1.01
Financial Services and Utilities	4.46	5.03	3.53	3.15	2.25	1.39
Sustainable Development	1.81	0.97	0.65	0.55	0.55	0.28
Transportation Services	4.43	3.47	4.08	3.65	2.55	2.32
Edmonton Police Service	3.13	2.24	1.77	2.01	1.53	1.14
City Total	4.08	3.23	3.39	3.34	2.89	2.00

*2013 YTD includes data as of October 31

2014 Operating Budget Questions By Councillor

Branch: Human Resources

Asked By: Councillor Nickel

Question #: 14-1030

Budget Page #:

Could you please provide the compensation amounts by year for the last five years (2008-2012) by department due to on the job worker related injuries and available data for 2013?

Question Answer:

Total Lost Time WCB Employer Costs (2008 to 2013 YTD)

	2008	2009	2010	2011	2012	2013 YTD*
City Total	3,606,063	3,417,222	3,591,595	3,139,781	2,511,008	1,355,230

*2013 YTD includes data as of November 18, excludes Boards and Commissions, Police and Library
The information is provided by the Workers Compensation Board and at this time we are unable to break down the information by department.

	2008	2009	2010	2011	2012	2013 (to Nov 20)
Police Services	470,366	459,023	432,428	451,329	685,580	166,950

2014 Operating Budget Questions By Councillor

Branch: Information Technology

Asked By: Councillor Nickel

Question #: 14-1040

Budget Page #:

What have been the total costs to date in regards to the transition from software licensing to Google's cloud based system? Please give me the total costs of this transition to date and if possible please break it down by department for the years 2011-2013.

Question Answer:

The total costs to date for the Workspace Edmonton Program, which is responsible for implementing Google Apps in the organization, are:

Operating: \$4,558,695

Capital: \$5,473,336

The total approved funding for the program is \$11,972,000. A breakdown of department costs is not possible since it is budgeted in a single program. For more information on the program and the projected savings from 2010 to 2015 see the July 17, 2013 Council report on Google

2014 Operating Budget Questions By Councillor

Branch: Budget Office

Asked By: Councillor Oshry

Question #: 14-0100

Budget Page #:

Can you provide a copy of last year's budget presentation?

Question Answer:

A copy of last year's budget presentation has been provided as Attachment 14-0100.

Branch: Information Technology

Asked By: Councillor Oshry

Question #: 14-0110

Budget Page #:

How do we track and prove efficiencies created when investment in new technology occurs?

What are the areas of The City of Edmonton where we are lacking in needed technology investment?

Question Answer:

Efficiencies from technology are felt across the organization, in departments, branch, programs areas - not just the IT branch.

Efficiencies are tracked in the budgets and business plans of the IT branch and any area of the organization who propose a new technology investment. Business cases for new investments also set out the efficiencies that will be gained from the investment.

Some technology costs and efficiencies are found in program areas, such as computer leases and software licenses. In 2014, some efficiencies included insourcing of desktop support which resulted in \$126,000 in savings for the corporation. For more information on the total \$958,000 of IT productivity enhancements, see page 21A 2014 Operating Budget.

Investment is determined by program area need, and it is difficult to identify all specific needs. A new investment framework is being created to ensure that the city is investing in the right systems to create the desired outcomes related to information and service delivery. The resulting recommendations for technology investment will be presented to Council for direction through the Capital Budget process in the Fall of 2014.

As part of the framework, we are enhancing the process of evaluating technology requests and decisions, including cost and the value that the investment will provide to the organization. Within the evaluation of technology investment requests, corporate committees are looking at the following value criteria for each request: financial impact, strategic alignment, foundational value, improved decision-making, data automation, and compliance are all key factors.

2014 Operating Budget Questions By Councillor

Branch: Human Resources

Asked By: Councillor Oshry

Question #: 14-0120

Budget Page #:

Front line staff vs. management:

What is the policy for the number of direct reports to managers?

What is the ratio for management positions to front line staff?

What was this ratio for the past five years, yearly?

What are the total management salaries vs. the total employee salaries?

What was this ratio for the past five years, yearly?

Question Answer:

Please see the answer to question #14-013 O for ratio and management/ front line staff comparisons.

There is no formal policy with respect to the number of direct reports and indirect reports. The number of managers and supervisory levels vary in operating areas and is dependant on the scope and size of operation. Other factors that influence the number of levels of staff supervision and structure is the geographic nature of the work, complexity and diversity of skills sets of employees and seasonal peaks in temporary staffing. It is important to note that most employees who perform supervisory functions also are responsible for carrying out other technical tasks.

Branch: Human Resources

Asked By: Councillor Oshry

Question #: 14-0440

Budget Page #:

How do the potential new union contracts affect the budget?

Are there placeholders for estimated union contract cost differentials?

Question Answer:

A salary increase of 1% which equates to a \$11,300,000 increase for tax supported departments. Further information will be provided through an in private briefing.

2014 Operating Budget Questions By Councillor

Branch: Budget Office

Asked By: Councillor Sohi

Question #: 14-0040

Budget Page #:

The 2014 Operating Budget is increasing 9.9% from 2013 to 2014, including the tax levy increase and new revenues. Please break down that increase into three parts: how much is to continue providing existing services? How much is related to capital projects (including neighbourhood renewal)? How much is for new/enhanced services?

Question Answer:

The table below shows that \$46.5 million is required to provide existing services, \$48.8 million is for capital projects and \$18.2 for new/enhanced services.

	<u>\$ Millions</u>
Existing Services	46.5
Capital Projects	
Impact of Capital	31.7
Neighbourhood Renewal	17.1
	<u>48.8</u>
New/Enhanced Services	
Funded Service Packages	14.2
Funding Available for Council	4.0
	<u>18.2</u>
Total Increase Excluding Revenue	<u><u>113.5</u></u>

This entire increase is offset by \$50.7 million natural growth in assessment and revenue.

2014 Operating Budget Questions By Councillor

Branch: Community & Recreation
Facilities

Asked By: Councillor Sohi

Question #: 14-1840

Budget Page #: 50

Operating Impacts of Capital & Contributed Assets (p.50-52). Please explain the difference between the Meadows Community Rec Centre and Clareview Community Rec Centre and the Meadows Recreation Facility and Clareview Recreation Facility under the shared profile #09-21-5826?

Question Answer:

The Meadows Community Rec Centre (page 50) is the same facility as the Meadows Recreation facility (page 51). On page 50 the profile is showing the operating impacts of capital on Community & Recreation Facilities and on page 51 the impacts are on Neighbourhoods, Parks & Community Recreation. The same explanation holds for Clareview Community Rec Centre (page 50) and Clareview Recreation Facility (page 52).

Branch: Edmonton Public Library

Asked By: Councillor Sohi

Question #: 14-1850

Budget Page #: 62

For profile #03-20-0019 Mill Woods Library Branch relocation, why are an additional 1.3 FTE in 2014 and 2.6 FTE in 2015 required? Are the increases simply due to the larger space, or are services being enhanced? (p.62, p.422)

Question Answer:

With its relocation from a 12,800 square foot leased space to a new 25,000 square foot City owned facility, the Mill Woods branch will almost double its current space. Mill Woods is consistently within the top four most active service points within the Edmonton Public Library system. Additional staff will enable us to deliver increased numbers of early literacy, youth and adult programs within the library. Increased computer instruction classes will be provided, and the ability to answer more questions regarding research and our content.

2014 Operating Budget Questions By Councillor

Branch: Neighbourhoods, Parks & Community Recreation

Asked By: Councillor Sohi

Question #: 14-1860

Budget Page #: 183

For the Green Shack program (p.183), does this number reflect what would be required for city-wide service or only for communities of interest/in distress? How will the communities be selected?

Question Answer:

Base level funding exists in Community Services for the delivery of the Green Shack program. Previously this funding was supplemented by a community contribution that often included provincial STEP or federal SCP employment grant funds. Provincial STEP employment grants have been suspended and federal SCP employment grants are uncertain.

A new model for the delivery of the Green Shack program is currently being finalized and will reduce reliance on employment grant funding.

The new model for delivery of the Green Shack program requires the addition of \$275K to existing base level funds to ensure that the program continues to be available to the level which occurred in 2013.

Criteria for where Green Shack programs occur are currently being finalized and a balance between challenged neighbourhoods and availability throughout the city will be sought.

2014 Operating Budget Questions By Councillor

Branch: Edmonton Federation of
Community Leagues

Asked By: Councillor Sohi

Question #: 14-1870

Budget Page #: 458

The EFCL 100th anniversary project (p.458) seems like a capital enhancement to Hawrelak Park. Should this not be one-time funding as opposed to ongoing?

Question Answer:

This particular request does appear to be capital in nature. If the City ending up owning the assets once the work has been completed the request should be funded from the capital budget. Funding requests from external agencies can come to Council in a variety of different ways and it is Administrations responsibility to make sure Council understands, if approved, how the expenditures need to be funded.

The following response was provided by the EFCL:

The EFCL 100th anniversary project is requesting one time funding in the amount of \$600,000. This one-time funding is represented in the budget book as an expenditure of \$600,000 in 2014, followed by a decrease in 2015 (\$600,000), to indicate that the operating budget could be reduced by that much in 2015 as it has been provided and does not need to be included in the operating budget anymore.

EFCL's request to the city is to match the \$600,000 that the federation and its leagues are providing, which they hope to match with provincial (\$600,000) and federal (\$600,000) funding. The overall budget is \$3.15 million, including corporate and other donors.

2014 Operating Budget Questions By Councillor

Branch: Community & Recreation
Facilities

Asked By: Councillor Sohi

Question #: 14-1880

Budget Page #: 147

Aquatic Safety Standards and Practices. How many of these changes are due to the fact that the Province's changes to aquatic safety standards? Was the City consulted during these changes, and was City Council made aware of these changes? How many of the 56 FTE will be hired in 2014? How much of the \$2.5 million will be used in 2014? (p.147)

Question Answer:

The changes in question were made by the Royal Lifesaving Society – Canada (Lifesaving Society) - a national body that provides a number of services across Canada including research, training programs, water safety initiatives, standard setting, etc.

The Province no longer directly sets standards in these areas, and as a result City of Edmonton pools comply with the standards set by the Lifesaving Society as do other municipal aquatic providers across Alberta and Canada.

The City of Edmonton has an ongoing relationship with the Lifesaving Society. The Branch uses their program to train staff. The Lifesaving Society provides audits and other types of reviews. The local Alberta/NWT Branch consults with key City of Edmonton staff on a variety of aquatic issues on a regular basis.

The Royal Lifesaving Society informed the City in early 2013 that these changes were being discussed across the country and based on feedback revised standards would be established in 2013.

Once the new standards are established, the City could incur significant liability in the future if the new standards are not followed and an accident was to occur.

City Council was made aware of the potential for change in these areas through the Aquatic Safety Report. The report specifically mentions changing the maximum deck time for a lifeguard from 2.5 hours to 2.0 hours. It also refers to the "Lifeguard Positioning Analysis" process which was undertaken at each pool and would affect a number of current procedures including the lifeguard to swimmer ratios. The report also refers to a number of specific operational changes and initiatives that are being implemented such as the Public Education Program.

All 56 FTE's will be hired, trained and placed across the city in 2014.

2014 Operating Budget Questions By Councillor

Branch: Community Strategies & Development

Asked By: Councillor Sohi

Question #: 14-1890

Budget Page #: 163

McCauley School - Multicultural Centre (p.163). What is the potential of housing some Aboriginal community organizations in this facility to make it an intercultural space? What is the intrinsic value of investing in these kinds of facilities?

Question Answer:

Edmonton Intercultural Centre, located in McCauley School, is a place where cultures meet, people share ideas, bridge cultural differences, build intercultural knowledge and practice, and foster collaborations towards a vibrant, inclusive and thriving community. Currently, there is an agency that services Aboriginal interests and needs, the Creating Hope Society, located in McCauley School. This agency offers various programs and services that broadly respond to the needs of Urban Aboriginals.

- Community hubs” such as the one described at McCauley School allows for not for profit and community organizations with a common mission and vision to provide a transformative space that sustains opportunities to learn, interact and build an intercultural society.

Social benefits achieved through this type of facility may include:

- a welcoming place that supports and responds to the needs of an increasingly diverse neighbourhood
- an intercultural learning centre that demonstrates the importance of education, social interaction, and innovation in building citizenship and creating an open door society
- opportunities to deepen learning and transfer knowledge across sectors, between educators, human services, and other professionals, by bringing communities together

Core areas of work for this type of facility may include:

- training, education and consultation
- research and development
- social enterprise
- arts and culture

2014 Operating Budget Questions By Councillor

Branch: Fire Rescue Services

Asked By: Councillor Sohi

Question #: 14-1900

Budget Page #: 173

Fire Rescue Operations (p.173). Is the entire cost of this service package required in the 2014 budget?

Question Answer:

This Operating Impacts of Capital service package funding request totals \$5.297M (45.0 FTEs). The 3 year net requirement is outlined as follows:

- 2014 - \$766K (6.5 FTEs)
- 2015 - \$2.727M (21.8 FTEs)
- 2016 - \$1.804M (16.7 FTEs)

There are 20.0 FTE positions being requested for 2014, annualized to September.

There are 25.0 FTE positions being requested for 2015, annualized to September.

Branch: Assessment and Taxation

Asked By: Councillor Sohi

Question #: 14-1910

Budget Page #: 197

Seniors Homeowners Grant (p.197). The Province will be eliminating this program in 2014. Currently, the City supplements the Province's subsidy to low-income seniors. As a result, the City's subsidy will also be eliminated. What will be the impact on low-income seniors as a result of these reductions? If the City kept the tax rate at the 2013 level for low-income senior homeowners, what tax revenue would be lost? Is there a way for the City to continue providing its subsidy even after the Province eliminates theirs? What would be the incremental impact (in dollars per household)?

Question Answer:

The Seniors Homeowner Grant is based on the previous year's incremental municipal tax increase on the average residential home. The value of this grant has fluctuated based on the year-to-year increase from \$20 - \$120. In 2013, the grant was \$89 resulting in a cost of \$1.07M to the City. In 2014, the grant would be approximately \$120. If the City wished to continue the program, it would need to be administered internally. The Province has agreed to share information on qualifying homeowners, but processing and mailing would be performed by the City. Including these costs, the program is anticipated to cost approximately \$1.5M. This would result in an approximate increase of \$2.50 to the average homeowner's taxes.

2014 Operating Budget Questions By Councillor

Branch: Customer Information Services

Asked By: Councillor Sohi

Question #: 14-1920

Budget Page #: 206

Customer Information Services (p.206). In 2013, 311 operators answered over 2.1 million questions about City programs and services. We are asking them to be the first point of contact for our citizens who contact the City of Edmonton. When they are not long-term employees, it is more challenging for them to be the kind of effective ambassadors we need serving our citizens. Our office continues to hear from citizens who feel they were not appropriately assisted by 311, occasionally resulting in a duplication of service by our office. What is the attrition rate for 311 operators? If the attrition rate is high, please explain the challenges of retaining personnel.

Question Answer:

For 2011: City of Edmonton was 7.22% and 311 was 4.89%
For 2012: City of Edmonton was 6.52% and 311 was 7.29%
For 2013 through September: City of Edmonton was 5.12% and 311 was 5.73%
311's attrition rate is about one half of the industry standard for public service call centres.

All 311 agents go through an extensive orientation and training program before taking calls from citizens. They are trained in customer service, city programs and services, the cities organizational structure, and specific applications and tools required to perform their duties. They are also provided with ongoing support via an escalations support desk, coaching from their team leads, and a quality management program.

Branch: Customer Information Services

Asked By: Councillor Sohi

Question #: 14-1930

Budget Page #:

Out of the 150 people working at 311, how many are part-time employees? What would be their average hours of work per pay period?

Question Answer:

Our part time resources provide the flexibility to deliver services based on changing demands in seasonality. 311 operates with 60% of the agents full time and 40% of the agents part time. The part time agents work an average of 28 hours per week or 56 hours per pay period. Part time employees can be utilized up to 40 hours per week when required.

2014 Operating Budget Questions By Councillor

Branch: Information Technology

Asked By: Councillor Sohi

Question #: 14-1940

Budget Page #: 220

Information Technology branch (p.220). What are the reasons for the additional \$1.8 million costs for external services?

Question Answer:

The 2014 proposed budget for the IT branch shows an increase of \$1.408 million in costs for external services.

The most significant portion of this is not a new expenditure for the corporation. \$1 million has been included to more accurately reflect the consulting budget for recoverable projects that are funded by other departments and from capital profiles. Matching recoveries have been included under interdepartmental billings. In previous years these expenditures and recoveries have occurred without being included in IT budgets; with this amendment the proposed budget, we are better reflecting ongoing practices and costs of IT services to the corporation.

Another \$533,000 was reallocated from the Materials, Goods and Supplies cost element within the IT budget to be appropriately classified for budget purposes. Similar to above, this change is not an increase in expenditures for the organization.

Within External Services cost elements, there are two proposed changes in expenditures that result in a net reduction of costs. IT is increasing expenditures by \$169,000 to support efficiency initiatives (to support an increase in Internet based services and an increase in network services to remote offices), and a planned reduction of consulting costs related to the implementation of the Workspace Edmonton initiative by \$295,000. The net change is a reduction of \$126,000.

2014 Operating Budget Questions By Councillor

Branch: Law

Asked By: Councillor Sohi

Question #: 14-1950

Budget Page #: 228

Law Branch (p.228). The number of security calls is increasing. Given that this is costing us \$424,000, please explain this increase in calls.

Question Answer:

The increase of \$424,000 is reflective of both an anticipated increase in requirements for security services in client departments and alignment with historical expenditures. Requests for security guards have increased due to more special events, construction projects and a variety of new municipal facilities. Some examples where more services are required include Drainage Tunnel Sites (copper/asset thefts), Ellerslie Fleet Services (construction) and increases in special events held at Muttart Conservatory, Fort Edmonton Park, and the Zoo.

This additional contract costs are recovered from the requesting departments and does not increase the tax levy requirement for the Law Branch. Corporate Security administers the guard contract ensuring payment to the vendor.

The Edmonton Police Service is in the process of adjusting the Special Duty service criteria. The City of Edmonton will likely need to provide higher levels of security services through private security contractors in the future.

Branch: Housing and Economic Sustainability

Asked By: Councillor Sohi

Question #: 14-1960

Budget Page #: 321

Housing & Economic Sustainability (p.321). The 2013 budget is \$29.4 million. The 2014 budget is \$19.4 million, which is significantly less; however, the number of FTEs required is the same. What are the reasons?

Question Answer:

2014 proposed operating budget reflect Housing and Economic Sustainability Branch \$10.0M reduction in the funding to support affordable housing development through the Cornerstones Grant programs in 2014. Provincial block funding contributions and City funds committed under the prior Cornerstones I program have been committed and are expected to be fully expended by 2015. Projects continue to require administrative support and oversight as they develop and are completed. Monitoring of completed projects is required as per the City's funding agreements for up to 50 years following completion.

No provincial funds have been committed to support the Cornerstones II Affordable Housing Grant program. Cornerstones II targets the development of an additional 2500 affordable housing units with substantially less funding than Cornerstones I. This approach requires additional staff time to assist with project development, leverage other resources and partner contributions. In early 2014 Administration will provide a report on the Cornerstones II Affordable Housing Investment and Implementation Plan.

2014 Operating Budget Questions By Councillor

Branch: *Current Planning*

Asked By: *Councillor Sohi*

Question #: 14-1970

Budget Page #:

- a) *Urban Planning & Environment (p.329). One of the cost drivers listed is the "volume of land development applications". Is that cost recoverable from the fees paid by the development industry? If yes, are they being recovered for this? Under intra-municipal recoveries, is this cost of providing services being recovered from Current Planning?*
- b) *Likewise, for Parks Planning and Biodiversity (p.330), how much of this cost (in dollars) is being paid by the tax levy?*
- c) *Transportation Planning (p.378) provides services for land development application reviews and other services for private industry. Are these costs fully recovered from fees collected by Current Planning? If not, how much is not recovered?*
- d) *Transportation Planning Development Services (p.381). The entire focus of this service seems to support private development so why is the cost not fully recovered through fees collected by Current Planning?*

Question Answer:

- a) Urban Planning and Environment (UPE) recovers costs associated with Land Development applications through 'intra-municipal recoveries' from Current Planning. UPE reviews Land Development Applications for policy compliance and strategic alignment. For 2014, Current Planning budgeted \$3.9 million as 'intra-municipal recoveries' payable to UPE for the costs incurred by UPE associated with Land Development Applications. The \$3.9 million of 'intra-municipal recoveries' will be sourced from land development application fees collected by Current Planning. These costs are captured in all fees charged to the business community to support the Branch's full cost recovery model.
- b) Out of total 2014 budget of \$4 million for Parks Planning and Biodiversity, \$2.2 million will be funded through the Tax Levy and \$1.8 million will be recovered from the \$3.9 million 'intra-municipal recoveries' from Current Planning. The remaining \$2.1 million of intra-municipal recoveries from Current Planning is for development related activities that are completed by other areas of Urban Planning and Environment.
- c) The costs for land development application reviews completed by Transportation are recovered from fees collected by Current Planning. The costs for non-development activities are approximately \$2 million or 43% of total budget for development service section.
- d) Although work in the Development Review section of Transportation Planning supports private development, not all fall within the scope of Current Planning's full cost recovery model. The non-development functions support the research and development of city-wide policies, initiatives and guidelines help establish new directions of growth in the City such as supporting Complete Streets initiatives, Growth Coordination Strategy, Integrated Infrastructure Management Policy and the Top of Bank policy. Time and resources are spent ensuring City interests are properly accounted for, aligning policies and guidelines to positively support growth and to enhance strategic development opportunities. This group also reviews development initiatives against the Capital Program and aligns projects and resources where and when possible.

2014 Operating Budget Questions By Councillor

Branch: *Urban Planning and Environment*

Asked By: *Councillor Sohi*

Question #: 14-1980

Budget Page #: 332

Land Use and Environmental Policy- Annexation (p.332). They are asking for \$1.1 million dollars. Is all that funding required in 2014?

Question Answer:

The funds requested for the current annexation project are required in 2014 and are based on conservative estimates of preparing two annexation applications to the Municipal Government Board. The applications involve 156 square kilometers of land in Leduc County, including the Edmonton International Airport, and a section of Highway 814 located within the boundaries of the Town of Beaumont.

The funds will cover staff, consultant services, advertising and other cost to support three main purposes:

- Execute a stakeholder and general public engagement program that will meet the standards for public engagement expected and required by the Municipal Government Board for annexation applications;
- Support the work of the City of Edmonton negotiating committee in negotiating the terms of annexation with counterpart committees representing Leduc County and the Town of Beaumont; and,
- Prepare the financial and technical studies required to inform the work of Edmonton's negotiating committee, to prepare the formal annexation applications for the Municipal Government Board and justify the annexations at MGB Public Hearings, and to inform to stakeholders and the general public.

2014 Operating Budget Questions By Councillor

Branch: Edmonton Transit

Asked By: Councillor Sohi

Question #: 14-1990

Budget Page #:

Please provide a list of communities that lack peak-hour transit service even though they are meeting the minimum service standard guidelines. What would be the cost of providing that service?

Question Answer:

New areas warranting the introduction of weekday peak period service based on population standards include-

- Greisbach
- East Fraser
- McConachie (north)
- Albany / Oxford
- Ambleside (south)
- Windermere (south)
- Walker (east)
- Summerside (south)
- Clover Bar Industrial

The cost to operate service to these areas is \$1.4M (first full year tax levy, includes operator, fuel, and maintenance, one-time expenses for operator training, and farebox revenue recovery, Sept 2014-2015 rates).

There are also new destinations warranting service currently or in the near future, including-

- Remand Centre
- Meadows Community Recreation Centre

The cost to serve these locations is \$200K (first full year tax levy, includes operator, fuel, and maintenance, one-time expenses for operator training, and farebox revenue recovery, Sept 2014-2015 rates).

2014 Operating Budget Questions By Councillor

Branch: Edmonton Transit

Asked By: Councillor Sohi

Question #: 14-2000

Budget Page #:

Please provide a list of communities that lack off-peak transit service even though they are meeting the minimum service standard guidelines. What would be the cost of providing that service?

Question Answer:

Off-peak time periods are grouped into two phases for transit. The first phase is Off-peak 1 service, which operates weekdays midday and early evening, and weekends midday. The second phase is Off-peak 2 service, which operates weekday late nights and weekends during the morning and evening.

There are numerous routes where ridership warrants the introduction or completion of Off-peak 1 service, including:

- Route 95 - Laurel
- Route 103 - Cameron Heights
- Route 117 - The Hamptons
- Route 195 - McConnachie
- Route 325 - Windermere
- Route 347 - Rutherford / Allard

There are several routes where ridership warrants the introduction or completion of Off-peak 2 service, including:

- Route 47 - Callaghan / Allard
- Route 78 - Ellerslie / Summerside
- Route 169 - Elsinore / Chambery

The cost to provide off-peak service to these areas is \$2.45M, of which \$2.0M is for off-peak 1 service and \$450K for off-peak 2 service (first full year tax levy, includes operator, fuel, and maintenance, one-time expenses for operator training, and farebox revenue recovery, Sept 2014-2015 rates).

2014 Operating Budget Questions By Councillor

Branch: *Edmonton Transit*

Asked By: *Councillor Sohi*

Question #: *14-2010*

Budget Page #:

Please provide a list of bus routes that consistently experience over-crowding, and what are the strategies available to deal with this over-crowding? What would be the cost to implement these strategies?

Question Answer:

On routes experiencing overcrowding, additional trips are implemented to alleviate overloads.

Additional frequency or trips are required on the following routes-

Routes 2, 4, 8/15, 90, 100, and 137 - various corridors

Route 37- South Terwillegar

Route 39 - Rutherford / MacEwan

Route 47 - Callaghan

Route 67 - Silver Berry

Route 78 - Ellerslie / Summerside

Route 79 - Summerside / Charlesworth / Walker (west)

Route 162 - Castle Downs

Route 163 - Chamberry / Elsinore

Route 192,193 - Britnell / Miller

The cost to provide additional frequency or trips to accommodate demand on these routes is \$1.5M (first full year tax levy, includes operator, fuel, and maintenance, one-time expenses for operator training, and farebox revenue recovery, Sept 2014-2015 rates).

Growth in outlying areas of the city will create additional overloads on corridor routes. The cost to address downstream impacts from numerous new neighbourhoods is estimated at \$900K (first full year tax levy, includes operator, fuel, and maintenance, one-time expenses for operator training, and farebox revenue recovery, Sept 2014-2015 rates).

Branch: *Fleet Services*

Asked By: *Councillor Sohi*

Question #: *14-2020*

Budget Page #:

What is the fleet spare ratio in ETS as a back-up? How does that compare with other similar-sized cities?

Question Answer:

The current ETS bus spare ratio is 23.9% for 40-foot low-floor buses. An additional 15 buses will be retired from the fleet resulting in a spare ratio of 21.8%. The 2011 Canadian average comparator spare ratio is 24.0% as published by the Canadian Urban Transit Association (CUTA).

2014 Operating Budget Questions By Councillor

Branch: Financial Services

Asked By: Councillor Sohi

Question #: 14-2030

Budget Page #: 369

I understand that the Federal government is now charging GST on parking meter revenue (p.369). I thought the City was exempt from GST. If we do pay it, do we not recover it?

Question Answer:

Prior to 2013 municipal parking meter revenues had been excluded from GST to maintain competitive equity with private sector suppliers. Revised federal GST legislation introduced in 2013 no longer exempts this revenue stream from GST as paid parking is considered to be a commercial activity, whether provided by the public or private sector. This change in legislation only impacts the City's on-street coin parking revenues, as all other City parking revenues are historically subject to GST.

Due to the change in legislation the City will collect 5% GST on parking meter revenues and submit the tax to the federal government.

Branch: Transportation Operations

Asked By: Councillor Sohi

Question #: 14-2040

Budget Page #: 375

Transportation Operations (p.375, 376). In light of the difference between EPCOR's cost and another private contractor's cost to replace the pedestrian lights at 99 St and 101A Ave, please provide information on how you determine whether EPCOR is cost efficient and competitive. What kind of benchmarking is done to compare costs? When does the EPCOR contract expire? Please compare what EPCOR charges to the City relative to other companies providing similar services to other municipalities.

Question Answer:

Transportation Services has a Benchmarking Program to measure performance and value for money with respect to EPCOR Technologies and the Transportation Electrical Services Agreement. The Benchmarking Program consists of 3 main evaluation streams as follows:

- Projects are tendered to external contractors and costs are measured against EPCOR's costs for similar projects and shadow bids for the project.
- EPCOR's costs are compared to costs for similar tasks in other municipalities and road jurisdictions
- EPCOR's costs are compared their own costs over time – 2013 costs versus cost in 2010, 2011 and 2012 for similar functions.

In addition EPCOR's services are also measured against project estimates through developer projects. In 2013 the City conducted 4 benchmark projects this year, with intent to increase the number of benchmark projects for the next year. Projects include streetlight design project, one signal conversion project and 2 streetlight replacement projects with other contractors. We are in process of gathering documentation from the various components of the benchmarking program to evaluate costs, performance and quality of work. These results will be evaluated early in 2014 with intent of updating the Transportation Electrical Services Agreement when it expires at the end of 2014. Significant changes to the agreement or service delivery could not be implemented until the end of the following agreement which would be at the end of 2017.

2014 Operating Budget Questions By Councillor

Branch: *Housing and Economic Sustainability*

Asked By: *Councillor Sohi*

Question #: *14-2050*

Budget Page #: *383*

Please explain the role of five FTEs for the Quarters CRL (p.383).

Question Answer:

As part of The Quarters Community Revitalization Levy (CRL) Plan approval, Administration identified funding from the CRL to pay for five (5) positions so that revitalization work in the Quarters can continue.

Funding these positions from the CRL does not draw on the tax levy. Working as a team, these positions are responsible for the following:

- Managing The Quarters Downtown Community Revitalization Levy revenue forecasts, cash flows and budgets. Tracking the performance of the CRL and adjusting work plans.
- Project management (including tendering, contract management, construction oversight, coordination with other projects) of streetscape improvements, utility relocates and upgrades.
- Marketing and promoting strategic development opportunities to generate developer interest.
- Completion of ongoing negotiations, master agreements, sales agreements.
- Coordination of geotechnical and environmental assessments.
- Initiating zoning amendments as required.
- Resolution of servicing and site contamination issues related to city owned development sites.
- Managing existing partnerships and initiating new partnerships with interested developers to advance new private sector developments.
- Working with community members and stakeholders to maintain high levels of engagement and support.
- Complete development of a business case for District Heating in The Quarters.
- Complete development a Surface Parking Lot management strategy.
- Provide overall direction related to land acquisitions, sales and leases, road closures, expropriations, etc.
- Continue working with EPCOR to underground overhead utility lines as developments come on stream.
- Coordinate all efforts interdepartmentally and ensure alignment with great neighbourhoods, transportation, LRT and other corporate initiatives.
- Other key initiatives as they emerge.

2014 Operating Budget Questions By Councillor

Branch: *Edmonton Economic
Development Corporation
(EEDC)*

Asked By: *Councillor Sohi*

Question #: *14-2060*

Budget Page #: *396*

Edmonton (p.396). How many entrepreneurs are being supported?

Question Answer:

- 48% of net employment growth originates from Start-up enterprises and the expansion of enterprises with 20 employees or less. This segment is driven by the entrepreneur and is a growing focus for EEDC.
- EEDC supports these entrepreneurs in both categories, start-ups and expansion. The expansion organizations are assisted through Enterprise Edmonton's Advisory Services. These services are newly offered in 2013 and have assisted several small entrepreneurial companies.
- Start-ups are assisted directly by EEDC initiatives, as well as through our partner organizations. The entrepreneurial conference, E-town, supported over 900 entrepreneurs. Within the Edmonton Research Park, EEDC's incubators support 34 start-up companies with approximately 150 employees.
- EEDC provides funding to TEC Edmonton and Start-up Edmonton to assist in their development of entrepreneurs and commercialization of technology. Startup has over 50 resident members and 2000 individual participants in programs last year. Tec Ed was the number one ranked incubator in Canada this year, helping 504 entrepreneurs and researchers.
- EEDC will be putting additional focus on creating and supporting Entrepreneurs next year, with new focuses on expanding incubator facilities space and developing new immigrant entrepreneur support programs.
- EEDC is active in building the entrepreneurial ecosystem by collaborating with NovaNait, Alberta Centre for Advanced Microsystems and Nanotechnology Processing (ACAMP) and Nano Cluster Alberta.
- EEDC reps (Jeff and Raj) have supported 358 Entrepreneurs in 2013. Including company visits, "First Contact" meetings at TecEd, mentoring, sponsoring companies to attend events, referrals to other service providers, sharing information about the innovation support system.

2014 Operating Budget Questions By Councillor

Branch: Edmonton Police Service

Asked By: Councillor Sohi

Question #: 14-2070

Budget Page #: 405

Police Services. Homicide numbers are decreasing, but sexual assaults and domestic violence calls are increasing. How are resources being re-allocated to address this? (p.405)

Question Answer:

While the number of homicides has decreased in 2013, investigators are working diligently to solve several unsolved cases, and have adequate staffing to maintain current cases. The workload in homicide remains consistent due to the sheer volume of unsolved cases.

During 2011 a number of officers were temporarily added to Homicide Section in response to the dramatic increase in homicides that year. Since that time the numbers have been reduced, however in 2013 two positions have been made permanent by reallocations and four remain as temporary positions. Two of the four temporary positions are included in the funded service package.

Recognizing that the trend in sexual assault reporting has been rising for a number of years, we had responded with requests for additional detective investigators and as part of the reallocations in 2013, Sexual Assault Section was increased by two positions. We realized one of those positions in 2013 and will see a fully staffed Sexual assault Section with the realization of the additional detective in 2014.

Domestic Offenders Crime Section has requested two additional detectives for 2014. If funding is approved for these two additional detectives we will go from six detective investigators to a total of eight. This would enhance the investigative capacity of the Section considerably.

2014 Operating Budget Questions By Councillor

Branch: Edmonton Police Service

Asked By: Councillor Sohi

Question #: 14-2080

Budget Page #: 413

Police Services (p.413). The stated goal is to reach 80% of Priority 1 calls within seven minutes. However, the EPS is only meeting this goal 70% of the time. With the addition of these resources, will the response time improve?

Question Answer:

The additional resources will help in addressing response times. The support will help in terms of management of on road personnel. This will ideally free up time.

The increase in personnel is minimal in terms of the impact dispatched calls to date this year. Dispatched calls are up four percent (5,500 calls).

The growth in the community in terms of population, traffic and distance also impact the timely response to dispatched calls.

We anticipate the growth in resources will assist in the response time for calls for service. These other factors will also impact response times.

One has to remember that the EPS works in a 24/7/365 environment and 35 new resources only contributes a 7-8 person increase at any given time for the entire City, given shifts, training, vacation, sick time, etc.

Branch: Arts Council

Asked By: Councillor Sohi

Question #: 14-2090

Budget Page #: 428

Edmonton Arts Council (p.428). Support for arts organizations is decreasing by \$406,000 even though the budget is relatively unchanged. Why is this?

Question Answer:

The following response was provided by the EAC:

As part of the 2013 budget process, the Edmonton Arts Council was directed by City Council to provide additional funding in the amount of \$500,000 on a one-time basis to the Art Gallery of Alberta. That one-time allocation brought the Art Gallery of Alberta's overall funding level from \$1.125M to \$1.625M in 2013. These additional dollars were taken from the 2013 approved Service Package of \$1.5M.

The 2014 Arts Organizations budget line is therefore reduced by the one time \$500,000 (less the projected 1.9% cost of living increase). The one-time funds have now been transferred to their originally intended use in supporting projects.

2014 Operating Budget Questions By Councillor

Branch: Telus World of Science

Asked By: Councillor Sohi

Question #: 14-2100

Budget Page #: 466

Edmonton Space and Science Foundation (p.466). The Telus World of Science is a major tourist destination and promotes Alberta. What kind of support is provided by the Province?

Question Answer:

In the past 5 years (2009 - 2013) the Edmonton Space & Science Foundation (ESSF)/TELUS World of Science – Edmonton (TWOSE) received \$343,736 for various Exhibit/Program Sponsorship and matching donations through Provincial funding programs.

From 2012 - 2014, the Province has provided ESSF/TWOSE \$101,688 through Travel Alberta in support of marketing major feature travel exhibitions (Star Wars - The Exhibition; Body Worlds, the Cycle of Life; Harry Potter: The Exhibition)

In 2011, the Province provided ESSF/TWOSE \$1,014,473 in capital funding for the renewal of our Discoveryland and Environment galleries.

In 2012, the Province provided ESSF/TWOSE \$3,000,000 for the construction of our new Feature Exhibitions Gallery.

Branch: Budget Office

Asked By: Councillor Sohi

Question #: 14-2110

Budget Page #: 476

Would it make sense to consolidate some of the reserve funds to reduce overhead costs? (p.476-478)

Question Answer:

The City of Edmonton reserve funds are approved by Council and each set aside funds for specific future operating and capital requirements. In order to ensure the appropriate funds are available for use in each reserve it is critical to individually monitor and administer the reserves. Due to this, even if certain reserves were consolidated, the same level of monitoring and administration would be required.

A periodic review of the nature and magnitude of the reserve balances is important in order to ensure prudent financial management and continued alignment with priorities. City Policy C217B Reserve and Equity Accounts provides for a formalized review every three years for reserves. The last corporate reserves review was conducted by Administration in 2012, which considered the efficient administration of corporate reserves. Recommendations from that review, including closing certain reserve accounts, have been implemented.

Furthermore, the Financial Services department is currently undergoing a restructuring, which includes the consolidation of certain activities in order to more efficiently use City resources. One of the activities being considered for consolidation is the management of City reserves.

2014 Operating Budget Questions By Councillor

Branch: Budget Office

Asked By: Councillor Sohi

Question #: 14-2120

Budget Page #:

How much money did the City of Edmonton collect from property owners in our city to fund provincial operations in 2013? Can this be considered a grant from the municipality to the province?

Question Answer:

In 2013 the City collected \$402.8 million from property owners for the education portion of property taxes. These funds were collected on behalf of the Province of Alberta and paid to the Province on a quarterly basis in order to fund education operations in 2013.

The City is legislated through the MGA to collect this property tax on behalf of the Province and therefore could not be considered a grant from the municipality to the province.

2014 Operating Budget Questions By Councillor

Branch: Multi-Department
Response

Asked By: Councillor Walters

Question #: 14-0010

Budget Page #:

Please provide a list of proposed 2014 budget expenditures that are directly mandated, legislated, or otherwise required by the Government of Alberta.

a. What proportion of these expenditures are offset by direct financial transfers from the Government of Alberta?

Question Answer:

Response still to be provided.

Branch: Neighbourhood Renewal

Asked By: Councillor Walters

Question #: 14-0020

Budget Page #:

What is the projected impact of increasing the Neighbourhood Renewal Tax Levy to 2% on the overall budget?

a. Would increasing the Neighbourhood Renewal Tax Levy to 2% enable an increase in the number of neighbourhoods renewed next year (and in subsequent years)?

b. How much would the Neighbourhood Renewal Tax Levy have to be increased to include back lanes/alleys in the program (as was requested by council in 2013)?

Question Answer:

The difference between 1.5% and 2.0 % is approximately \$5.685 million annually. Assuming a one time increase of the tax levy to 2% in 2014 and then reverting back to 1.5% for 2015- 2018, an additional \$28.425 million (between 2014 – 2018) would be available to:

- increase renewal work; or
- move equivalent MSI funding to other MSI compliant City programs (for example Arterial renewal)

If the additional funding is used for increased renewal work, the new funding could be added to:

- Neighbourhood Overlay
- Collector/local renewal (including NBHD triage)
- Alley Renewal (currently unfunded)

Additional neighbourhood reconstructs would take 2 to 3 years to implement due to public consultation, design work and coordination with utilities. A complete alley renewal program would require \$10M annually and would also need 2 to 3 years to implement due to public consultation, design work and coordination with utilities.

2014 Operating Budget Questions By Councillor

Branch: Community & Recreation
Facilities

Asked By: Councillor Walters

Question #: 14-1050

Budget Page #:

Is there a way to assess the impact of the proposed increase to recreation facilities and Fort Edmonton Park user fees on families' who do not qualify for the leisure access pass and community groups' ability to access these City of Edmonton facilities?

Question Answer:

All fees in recreation facilities are set based on benchmark analysis, price point sensitivity analysis, and market research to balance the need to maximize cost recovery while also providing recreation services benefiting all Edmontonians.

Also note that admission to leisure centres is based on three price levels according to the amenities available at the specific facility. The basic or least expensive option could provide a realistic opportunity for citizens with incomes just above eligibility for the leisure access program.

There are other options for families to access recreation facilities through the Community League Swim program. Further, families can access Fort Edmonton Park and City facilities on Free Admission Day.

Other low cost or free recreation opportunities for families include free public skating, outdoor playgrounds, trails, and spray parks as noted in our Priceless Fun Guide
http://www.edmonton.ca/attractions_recreation/sport_recreation/program-guides.aspx

2014 Operating Budget Questions By Councillor

Branch: Housing and Economic Sustainability

Asked By: Councillor Walters

Question #: 14-1060

Budget Page #:

Is the City of Edmonton's objective to make the Edmonton Economic Development Corporation operate on a break-even basis? If not is there any analysis of the return on the investment the City of Edmonton makes in EEDC annually. Please provide additional information regarding why the Shaw Conference Centre runs a deficit annually?

Question Answer:

The Edmonton Economic Development Corporation (EEDC) operates on a balanced net zero cash requirement annually against tax levy support received. The deficit position on its year-end financial statements is an accounting deficit due to recording depreciation expense (non-cash) from amortization of its property and equipment according to estimated useful life.

The City of Edmonton's objective is to receive value for annual operating expenditures related to economic development activities. Administration has worked with the EEDC to define performance measures jointly through The Way We Prosper Implementation Plan. The EEDC also reports annually on a set of performance measures internal to its organization.

The Shaw Conference Centre (SCC) is a community asset and is operated on a mandate to utilize the facility to make the most economic impact (attracting new money into economy). SCC fills occupancy by balancing between economic impact generating events and higher profitability private events. The SCC also supports local nonprofit events, such as Homeless Connect. Management works to continually improve efficiencies and operating margins.

2014 Operating Budget Questions By Councillor

Branch: Community Strategies & Development

Asked By: Councillor Walters

Question #: 14-1070

Budget Page #:

The 2012 ELEVATE report made nine recommendations focused on demonstrating leadership and building partnerships, employing community-driven approaches to strengthening neighbourhoods, encouraging infill housing and neighbourhood business revitalization, and promoting life-long learning as a means to ensure sustainable communities in the long term. The ELEVATE report exemplifies the One Edmonton approach, where multiple departments work together to achieve common objectives. Please provide a breakdown of budgeted expenditures across all relevant departments that have been allocated specifically towards meeting the objectives of the ELEVATE report.

Question Answer:

In 2013, budgeted expenditures allocated specifically for ELEVATE initiatives are included in the Community Services Department operating budget. Currently, the Department has a budget equivalent to one full time staff member to administer the undertakings of four jurisdictions and to achieve objectives within the ELEVATE report. The annual salary for this position is \$90K with a full benefit package equivalent to \$17K.

Over the past year, Administration has focused efforts on Recommendations 1 and 2 within the ELEVATE report – demonstrating leadership and building relationships with the four jurisdictions (federal, provincial, municipal, school boards), sharing inter-jurisdictional information, discussing common purpose, and formulating the agreed upon approach for collaborative community sustainability work in Edmonton. This work has created a solid foundation and focal point for future ECSC discussions, and commits participants to an ongoing collaboration, cooperation, and joint community building opportunities in future. The current funding model relies on each partner providing funding for their portion of the work being done.

2014 Operating Budget Questions By Councillor

Branch: *Transportation Operations* **Asked By:** *Councillor Walters* **Question #:** *14-1080*
Budget Page #:

In 2013, the City of Edmonton filled 600,000 potholes. Please provide some background information regarding why so many potholes required repair, and the expected lifecycle of these repairs.

a. The proposed collaboration between the University of Alberta's Department of Civil Engineering and the City of Edmonton's Transportation Services has the potential to create innovative solutions to the unique challenges associated with road maintenance in northern climates.

- Has Transportation Services allocated any resources within the 2014 proposed operating budget to move this collaboration forward?

- Beyond the potential to improve road maintenance practices, have the University of Alberta and the City of Edmonton discussed the potential to commercialize any jointly developed new technologies?

Question Answer:

The record number of potholes experienced in 2013 is mainly the result of the convergence of ageing infrastructure with a higher than average amount of snow melt. Older pavements tend to have a lot of cracking which readily admits moisture into their structures. Once inside the pavement, the moisture reduces the ability of the base layers to withstand traffic loadings. Alternatively, the water freezes forcing surface stone to dislodge or it creates voids in the base layers when it returns to liquid form.

The longevity of a pothole repair is dependent on the material being used and the condition of the pavement being repaired. A hot-mix repair on a pavement that is still in fair to good condition will generally last as long as the remaining service life of that pavement. On the other hand, a conventional cold-mix repair on a pavement that is in poor condition may only last a day or two. Even good hot material will have a limited life on a poor pavement because it may not have anything solid to bind with.

Transportation Services has had some initial discussions with the University of Alberta, however this hasn't yet resulted in a specific research program proposal. Once the details of such a program are available, it would become possible to cost it out and seek an appropriate budget allocation. Any commercialization opportunities would have to follow from specific research results, however the standard practice in the industry has been to share any new knowledge with all government agencies and academic institutions. Transportation will be making a joint presentation with the University of Alberta early in 2014 at Transportation Committee to provide an update on the collaboration initiative.

2014 Operating Budget Questions By Councillor

Branch: REACH Edmonton

Asked By: Councillor Walters

Question #: 14-1090

Budget Page #:

What are the implications of the recent cancellation of the Safe Communities Innovation Fund on REACH Edmonton or on the Edmonton Police Service?

a. Does REACH's 2014 operating budget include any provincial funding or transfers?

Question Answer:

The following answer has been prepared by REACH:

SCIF (Safe Communities Innovation Fund- Government of Alberta) was not cancelled but was a three year pilot program (2011-2013). REACH Edmonton was aware that the SCIF funding was ending in 2013 and so a service package was submitted to the City in 2013 for the continuation of the Schools as Community Hubs (SACH) program, which was not approved. As a result the REACH Board agreed to an interim expense for SACH for the 2013/2014 school year. REACH is now working together with the United Way and Boys and Girls Big Brother Big Sisters to explore a new Out of School Time (OST) / SACH model for Edmonton. REACH drafted a service package for 2015 for the OST/SACH model, but has not requested any new service packages for this year.

However, the impact of the end of SCIF funding is felt directly in the community, namely with the REACH Aboriginal Leadership Circle (RALC) and the REACH Immigrant and Refugee Initiative (RIRI). RALC programs engaged 5,693 individuals with a Social Return on Investment of \$2.50 with the greatest benefit of staying in school and avoided costs of high school dropout of \$980,215 and avoided justice costs of \$361,000. RIRI engaged 1,700 individuals with a Social Return on Investment of \$1.28 with the greatest benefit of avoided justice costs of \$293,000 and increased income of participants of over \$1.6 million.

The 2014 REACH Operating Budget as shown in the 2014 City of Edmonton Budget Binder, only reflects the City's operating grants to REACH. REACH's other sources of funding for 2014 include federal funding for the Gang Prevention Program known as WrapEd which commenced October 1, 2013, and from the partnership with Homeward Trust for the 24/ 7 Mobile Assistance Program (24/7 MAP).

From EPS: The end of SCIF funding will impact the capacity of community and social agencies to provide support and access to community-based crime prevention and intervention services. For the Edmonton Police Service (EPS), this will result in increased enforcement activities related to vulnerable populations and other social disorder activities. This would include property crimes, drug dealing, gang activity, prostitution, family violence, graffiti, vagrancy, and panhandling; limit or reduce safe places for sexually exploited women who are frequently victims of violence and often homeless or staying in unsafe situations; or limit the ability to address repeat violent offenders released into the community.

2014 Operating Budget Questions By Councillor

Branch: *Urban Planning and Environment*

Asked By: *Councillor Walters*

Question #: *14-1100*

Budget Page #:

Within the Department of Sustainable Development, two branches (Urban Planning and Environment and Housing and Economic Development) are implementing initiatives to revitalize or develop new neighbourhood businesses.

a. Does the 2014 proposed operating budget include sufficient resources to meet the neighbourhood business-related objectives of both branches? If so how does it?

Question Answer:

A number of neighbourhood business related initiatives rest within the Housing and Economic Sustainability Branch of Sustainable Development. These include the Façade Program, Development Incentive Fund and ongoing BRZ support. BRZ support and the Facade Program are funded in the base and are adequate to meet the current need. The Development Incentive Fund is funded on a recurring one time basis. New neighbourhood reinvestment pilots and projects (e.g. Corner Stores) are planned for 2014, with existing resources.

Commercial land use policy development activities rest within the Urban Planning and Environment Branch of Sustainable Development. The resources required to implement the residential Infill Action Plan are in place for 2014. Learnings from this project, and the neighbourhood reinvestment pilots, will lead to new policy approaches that improve and advance neighbourhood commercial development in Edmonton.

Branch: *Financial Services*

Asked By: *Councillor Walters*

Question #: *14-1110*

Budget Page #:

Please provide additional information regarding the change in legislation requiring parking revenue to be subject to GST.

Question Answer:

Prior to 2013 municipal parking meter revenues had been excluded from GST to maintain competitive equity with private sector suppliers. Revised federal GST legislation introduced in 2013 no longer exempts this revenue stream from GST as paid parking is considered to be a commercial activity, whether provided by the public or private sector. This change in legislation only impacts the City's on-street coin parking revenues, as all other City parking revenues are historically subject to GST.

Due to the change in legislation the City will collect 5% GST on parking meter revenues and submit the tax to the federal government.

2014 Operating Budget Questions By Councillor

Branch: *Transportation Operations* **Asked By:** *Councillor Walters* **Question #:** 14-1120
Budget Page #:

Last winter, how consistently did Transportation Operations meet its snow and ice control standards (as per the City of Edmonton's Snow and Ice Control Policy C409G)?

- a. Does the 2014 proposed operating budget allocate sufficient funding to enable Transportation Operations to consistently meet the City of Edmonton's snow and ice control standards?*
- b. What are the advantages and disadvantages of rebuilding a contingency fund exclusively for snow and ice control?*

Question Answer:

The two key standards we look at are plowing of all Arterial and Collector roadways with 48 hours after the end of the snowfall and clear snow from walks we are responsible for within 48 hours after the snowfall ends. Continuous snowfalls or repeated snowfalls within the 48 hours can make it difficult to track this measure. We have implemented a change in our tracking this year to better capture these measures.

- a. Currently the Snow and Ice Control program is funded at the 93% level. The increased service level for Transit Facilities and reallocation of photo enforcement revenues to offset Automated Enforcement Capital Program expenditures lead to this \$4.5 million shortfall in full funding.
- b. Currently the Financial Stabilization Reserve (FSR) is used any shortfall in years where spending on the Snow and Ice Control program exceeds budget. Conversely, any surplus from the Snow and Ice Control Program goes to the FSR.

Branch: *Transportation Operations* **Asked By:** *Councillor Walters* **Question #:** 14-1130
Budget Page #:

The operating costs of new infrastructure can be as substantive over the useful life of the asset as the initial capital investment. Has the City of Edmonton conducted an analysis of the additional operating costs associated with the construction of new roadway infrastructure year over year?

Question Answer:

Operating and renewal costs over the life of an asset can rival the initial Capital cost of construction. A new road asset immediately incurs operational costs such as winter control and street cleaning. The actual cost of these services is dependent on the functional classification of the street and the associated Council Policies C409G, C453, and C550.

Other pavement maintenance and pavement renewal activities are generally not required in the first 10 years of a road's life, but the associated costs need to be built into future budgets if the asset is to be managed on a least total cost basis.

In general, the total road inventory and associated costs currently increase by about 1% each year.

2014 Operating Budget Questions By Councillor

Branch: Transportation Planning

Asked By: Councillor Walters

Question #: 14-1140

Budget Page #:

How does Transportation Planning intend to spend the resources allocated to implementing the Bicycle Transportation Plan in the 2014 proposed operating budget?

Question Answer:

Infrastructure associated with the Bicycle Transportation Plan (including shared-use paths and on-street bicycle facilities) is funded out of the 2012 – 2014 Capital Budget, not the Operating Budget.

However, a number of initiatives in support of the Bicycle Transportation Plan are supported by staff resources that are funded through the Transportation Planning Branch's 2014 Operating Budget. These initiatives include:

Engineering:

- Public consultation and engineering design activities for the 83 Avenue and 102 Avenue Priority Bikeways (including consulting budget for engineering design and public involvement consultants as well as City staff resources for project management, guidance, and support).
- Completing further public consultation and engineering design for the 76 Avenue and 121 Avenue bike routes, as directed by Council in March, 2013.
- Support for revitalization projects (e.g. Church Street) and other roadway projects (e.g. 105 Avenue) that are incorporating bicycle facilities.

Enforcement:

- Involving EPS, Community Standards officers, and U of A peace officers in a positive enforcement campaign for bicycle facilities (such as bike boxes and bike lanes), to educate road users (drivers, cyclists, and pedestrians) about what the markings mean and the legal responsibilities for operating in and around them.

Education:

- Continued education efforts using the City's catalogue of videos for targeted user groups such as students and commuters.
- Continued partnership with AMA on education and working with the Province to enhance the Drivers' Handbook.

Encouragement:

- Support for the "One Day a Week" campaign and the "Commuter Options" program pilot to encourage transportation mode shift.
- Revision and updating of the City's "Cycle Edmonton" mapping products.

Evaluation:

- Monitoring existing bicycle use along bike routes in the city.
- Installation of permanent count stations to reduce data collection costs and provide year round data on active transportation.
- Evaluation of the 106 Street Enhanced Roadway Maintenance Pilot project (enhanced snow clearing/removal and street sweeping for Priority Bikeways).

2014 Operating Budget Questions By Councillor

Branch: *Transportation Operations* **Asked By:** *Councillor Walters* **Question #:** *14-2130*
Budget Page #:

What are our forecasted parking revenues for 2014, 2015, and 2016 and how much GST tax revenue will go to the federal government if the City of Edmonton?

Question Answer:

The forecast parking revenue for 2014 is \$6.868 million (page 369) which is net of \$350,000 in GST. Projections for 2015 and 2016 will be dependant on the timing of implementing the new parking management system. Parking revenues for 2015 and 2016 are expected to increase once the new parking management system is operational.

Branch: *Information Technology* **Asked By:** *Councillor Walters* **Question #:** *14-2140*
Budget Page #:

What kinds of technology and services has the city commercialized in the past and what current opportunities exist for commercialization and municipal enterprise?

Question Answer:

Over the years the City has been able to take advantage of several opportunities to commercialize components of our operation. Some examples of this include:

- commercialization of EPCOR for power, water and wastewater
- Waste-Re Solutions is consulting with foreign governments on solid waste disposal
- Drainage has bid on external construction projects, primarily tunnel construction, and occasionally has contracted out their expert advisory services to external agencies
- Fleet Services has contracted vehicle maintenance services to Alberta Health Services and EPCOR
- Information Technology commercialized an application system Public One-Stop Service (POSSE), this system has been the primary product that caused the creation of Edmonton based Computronix

Administration is always looking to explore additional opportunities to commercialize aspects of our business. Areas that are currently being considered include:

- Traffic sign shop
- Engineering and testing services
- The meeting management system used by City Clerk's Office
- Communications is looking at offering graphic design, videos, photography and advertising services to external clients

2014 Operating Budget Questions By Councillor

Branch: Budget Office

Asked By: Councillor Walters

Question #: 14-2150

Budget Page #:

To what extent has administration assessed the economic, environmental, and social return on investment of the City of Edmonton's 600 programs?

Question Answer:

While there is no explicit measurement for all 600 programs' economic, environmental, and social returns on investments, specific projects such as the Families First Edmonton and Assessment Short-Term Counselling Services have endeavored to measure social return on investment and projects like district energy in The Quarters and Blatchford have assessed the concept of sustainable return on investment - which considers the financial, environmental, economic, and social benefits and costs.

As Administration works on evolving the process of the results-based budgeting approach and performance measurement, incorporating some measurement of environmental, social and economic return can be considered when developing program measures.

2014 Operating Budget Questions By Councillor

Branch: *Housing and Economic Sustainability*

Asked By: *Mayor Iveson*

Question #: *14-0140*

Budget Page #: *9*

Please provide detail on the grants and a quick explanation of the 7.8% decline from 2013.

Question Answer:

This line item reflects a reduction in provincial grant flow-throughs expenditures. Provincial block funding contributions and City funds committed under the prior Cornerstones I program have been committed and are expected to be fully expended by 2015.

To date, no provincial funds have been committed to support the Cornerstones II Affordable Housing Grant program. In early 2014, Administration will provide a report on the Cornerstones II Affordable Housing Investment and Implementation Plan.

2014 Operating Budget Questions By Councillor

Branch: Multi-Department
Response

Asked By: Mayor Iveson

Question #: 14-0150

Budget Page #: 9

Please provide detail on the external services expenditures and rationale for the 12.1% increase - are these across the board or are there certain categories of expense that are up? Further, what strategies are in place or being considered to reduce exposure to cost escalation in external services?

Question Answer:

The following tables provide the details of external services expenditures, by Branch:

2014 Operating Budget Questions By Councillor

2014 Incremental Change to External Services			
	Incremental	%	
Branch	Change	Change	
Community Services			
Community Facility Services	1,324	31.3	<p><u>What is causing the increase</u> Funding of 2014 One Time Events - International Triathlon Grand Finale, FIFA Events and Tour of Alberta</p> <p><u>Strategies to manage cost escalation</u> One time costs for 2014 to be reduced after the events are over.</p>
Fire Rescue Services	500	4.8	<p><u>What is causing the increase</u> Increase as per Fire Hydrant Service Agreement (2012-2016) to maintain, inspect, and repair fire hydrants.</p> <p><u>Strategies to manage cost escalation</u> A directive from City Council to Epcor Water Services Inc. would be required to minimize future cost escalation.</p>
Neighbourhood, Parks & Community Recreation (NPCR)	264	13.1	<p><u>What is causing the increase</u> This increase in external services represents expenditures resulting from the forestry pruning contract. The increase in the contract work is due to the CPP impacts of capital, infrastructure and neighbourhood renewal (includes services such as pruning before major development to minimize tree damage and avoid replacement costs), and other custom work for utility providers such as tree removal.</p> <p><u>Strategies to manage cost escalation</u> Contract pruning is a recoverable service that represents a proactive approach to reducing tree management costs. Forestry pruning contract is offered as a chargeback service designed to help our partners minimize tree damage and loss. NPCR invoice customers for the tree work and transfers revenue back to the task. Where damage to or loss of City trees occurs, equitable compensation for that loss will be recovered (transferred to the tree reserve) and applied to future tree replacements.</p>

2014 Operating Budget Questions By Councillor

Project Management & Maintenance Services	6,892	27.0	<p><u>What is causing the increase</u> \$2,365 relates to new buildings requiring contracted maintenance services, \$2,495 relates to recoverable facility maintenance services, and \$1,275 is an increase in services. \$750 is for one time demolition of abandoned City owned structure.</p> <p><u>Strategies to manage cost escalation</u> Costs increase as new facilities get brought on board. Each contract is tendered to ensure competitive value for services received.</p>
Corporate Services			
Human Resources	257	23.6	<p><u>What is causing the increase</u> Additional costs for external contracts for Employee and Family Assistance and medical services (Doctor, Nurses and Laboratories) . Also includes costs for labour relations support for negotiations.</p> <p><u>Strategies to manage cost escalation</u> HR regularly explores opportunities or lower cost alternatives to reduce the costs of external services where possible. Two examples where costs have been reduced include moving to an electronic pay statement and insourcing of training.</p>
Information Technology	1,409	30.2	<p><u>What is causing the increase</u> A significant portion of the increase showing for External Services is due to budget adjustments, as outlined in the response to question #14-194. Within External Services cost elements, there are two proposed changes in expenditures that result in a net reduction of costs. IT is increasing expenditures by \$169 to support efficiency initiatives, and a planned reduction of consulting costs related to the implementation of the Workspace Edmonton initiative by \$295,000. The net change is a reduction of \$126,000.</p> <p><u>Strategies to manage cost escalation</u> Strategies to reduce exposure to cost escalations includes continuing to deliver the most cost effective means to complete IT work. For more information on the total \$958,000 of IT productivity enhancements, see page 21A 2014 Operating Budget. A new strategic direction, the Corporate IM/IT Strategy, is being undertaken by the administration to ensure that the city is investing in the right systems. For more information on the Corporate IM/IT Strategy, see page 42 of the 2014 proposed operating budget.</p>

2014 Operating Budget Questions By Councillor

Law	499	32.8	<p><u>What is causing the increase</u></p> <p>Client Department demands security guard services have increased due to more special events, construction and facility growth. It should be noted that this is a flow through cost to where the client department pays for the service and Corporate Security administers the guard contract ensuring payment to the vendor.</p>
			<p><u>Strategies to manage cost escalation</u></p> <p>Corporate Security continues to provide cost effective security advice through security audits, penetration tests, awareness training, investigations, physical security planning, event security and executive protection. All security recommendations to clients are justified considering historical data, crime trends, benchmarking and return on investment. In January 2013 Corporate Security implemented an innovative data mining tool that identifies problem facilities for quicker security resource deployment. With over 400 city facilities the intelligence gained through this tool will create efficiency and lower costs by dealing with problems before they form into major hot spots. The guard contract is currently in the RFP stage and a long term contract strategy will maintain fixed costs for the duration of the contract.</p>
Office of the City Clerk	267	15.8	<p><u>What is causing the increase</u></p> <p>The increase represents a historical adjustment to align with the costs associated with Assessment Review Board fees. Some costs are recuperated in fees we collect for filing appeals.</p>
			<p><u>Strategies to manage cost escalation</u></p> <p>Fees are set through Provincial Legislation and Board costs by the City, and costs vary based on volumes. Risks related to cost escalation are partially offset through fee revenues.</p>
Sustainable Development			
Current Planning	2,169	98.3	<p><u>What is causing the increase</u></p> <p>Increase due to outsourced electrical inspections contracts, renovations to address growth, and specialized business and technical services not available within City Administration.</p>
			<p><u>Strategies to manage cost escalation</u></p> <p>Strategies to reduce include refining electrical inspection processes to a risk-based approach in accordance with Alberta Safety Codes Council.</p>

2014 Operating Budget Questions By Councillor

Urban Planning & Environment	771	29.5	<u>What is causing the increase</u> Increase in consulting, contract work, advertising, printing and land title costs all associated with Annexation service package (see page 328).
			<u>Strategies to manage cost escalation</u> Strategies to reduce exposure to cost escalations in external services include competitive bidding processes through requests for proposal and limited competition processes.
Transportation Services			
Transportation Operations	1,100	1.8%	<u>What is causing the increase</u> Increase for the plastics paving marking contract.
			Strategies to manage cost escalation This is 100% recovered from capital.
Transportation Operations	312	0.5%	<u>What is causing the increase</u> This increase is for contracting roadway sand waste disposal due to capacity limitations at the Waste Management Center landfill.
			<u>Strategies to manage cost escalation</u> An external contract is replacing an interdepartmental charge.
Transportation Planning	(500)	-0.8%	<u>What is causing the increase</u> Reduced contract costs
			<u>Strategies to manage cost escalation</u> Budget strategy to reduce costs.
Edmonton Transit	704	1.17%	<u>What is causing the increase</u> Contract Work for EPCOR Maintenance for the NLRT - Transportation and Electrical Services Agreement
			<u>Strategies to manage cost escalation</u> Operating impact from capital growth
Edmonton Transit	576	0.95%	<u>What is causing the increase</u> Contract Work for EPCOR Fixed Overhead for the NLRT - Transportation and Electrical Services Agreement
			Strategies to manage cost escalation Operating impact from capital growth

2014 Operating Budget Questions By Councillor

Amount Available for Council	4,000		The Amount Available for City Council to allocate was included in this accounting category as the most likely place for these expenditures to take place.
Other	<u>146</u>		Net amount of other smaller increases and decreases to External Services in various departments
Total Tax-supported			
External Services	20,690		

2014 Operating Budget Questions By Councillor

Branch: Project Management & Maintenance Services

Asked By: Mayor Iveson

Question #: 14-0160

Budget Page #: 186

Regarding external services for Project Management and Maintenance on page 186, Please provide more detail on the \$2,365 for contracted maintenance of the brand new facilities - what type of maintenance is required in year one?

Question Answer:

Approximately \$347M of facilities will open in 2014. The City begins preventive maintenance and specific building fit up as soon as the new facility is handed over at the end of construction. There are instances where additional training is required beyond with the training provided by factory representatives. Failure to maintain in accordance with manufacturer recommendations could result in voiding of the warranties.

There are contracts that are put into place for fire alarm monitoring, custodial services, annual certifications such as fire alarm verification, boiler inspections, elevator inspections, and software licenses (security systems).

Branch: Budget Office

Asked By: Mayor Iveson

Question #: 14-0170

Budget Page #: 13

The Impacts of Capital section indicate that the annualized cost is \$37.9 million, with the net requirement being \$31.7 million in 2014: just to be clear, then - Is the residual operating impacts of capital \$6.2 million for 2015? This seems low - please explain how these costs were pro-rated for 2013 for the major operating impacts of capital (i.e. rec centres, libraries and LRT). Further, looking ahead, what is the projected annualized operating impact of capital for assets being activated in 2015? (Also, is there revenue of 11-12 million to offset these costs for the net of \$20 million noted on page 46 and in the table on page 17?)

Question Answer:

Yes, the amount of annualization on Impacts of Capital is \$6.2 million; however, this amount relates only to those facilities expected to be put into service in 2014. There will likely be additional expenditures related to impacts of capital for those facilities put into service in 2015.

As the Operating Budget is approved annually, administration does not have specific detail on what the impacts of capital will be in 2015. However, based on the estimates gathered during the 2014 budget process, administration is anticipating a total impact in 2015 of at least 12.2 million.

Operating costs are prorated for operating impacts of capital based on the opening date of a facility or in-service date.

The \$20.0 million that is noted on page 45 is referencing the impact of capital for 2014, not including annualization and debt of \$12.0 million.

2014 Operating Budget Questions By Councillor

Branch: Mayor's and Councillors' Offices

Asked By: Mayor Iveson

Question #: 14-0180

Budget Page #: 21

Didn't Council agree to more aggressive discounting (i.e. 'Budget to Actual Trend Management') for the Council office budget - that's not included in this table but was it included in the Council and Mayor's office budgets? I can't find it in pages 274-278.

Question Answer:

At the July 3, 2013 City Council meeting, the following motion was passed:
"That the Office of the Councillors' Operating Budget - Common Budget, be prepared on a discounting basis, consistent with City practice by Administration."

Personnel cost discounting is a budgeting strategy employed by the civic departments to account for estimated savings resulting from attrition and other planned or known vacancies. The 2014 proposed personnel budget for the Office of the Councillors has been discounted.

At the February 20, 2013 City Council meeting, the 2013 Office of the Councillors' common budget was reduced by \$50,000, which represents a discount rate of 3.5%. Administration feels this discount rate is appropriate based on trend analysis and is within range of other civic departments.

Although not explicitly noted in pages 274-278, the 2014 proposed budget for the Office of the Councillors was prepared using this 3.5% discount. Going forward, this discount factor will continue to be applied to future budgets and be assessed on an annual basis and adjusted accordingly.

Budgeted personnel costs for the Office of the Mayor have historically not been discounted due to the fact that there are very few employees to apply the discount factor. With a small pool of employees, coupled with a history of low attrition there is a significant risk that the personnel budget for the Office of the Mayor could be insufficient to meet requirements if a discounting factor was applied.

Branch: Edmonton Transit

Asked By: Mayor Iveson

Question #: 14-0190

Budget Page #: 21

Pleased to see changes with regards to shift rotation in Transit and 'Alternative work strategies and initiatives' in Transportation Ops - I note these didn't reduce FTE count - so did these changes reduce overtime?

Question Answer:

Personnel efficiencies will be recognized as ETS continues to optimize the mix of operators involved in the 4 day work week. Due to this changing optimization, ETS is able to reduce personnel budget \$160K while maintaining the same level of service and the same complement of FTE's. This change is in direct alignment with the strategic plans "The Way we Move" and "The Way We Finance" as ETS is providing customer service in a more cost effective manner.

2014 Operating Budget Questions By Councillor

Branch: Human Resources

Asked By: Mayor Iveson

Question #: 14-0200

Budget Page #: 24

What is the overtime trend - specifically what are the 2012 actual, 2013 projected and 2014 budgeted amounts for overtime?

Question Answer:

Over the past 4 years, comparing 2009 to 2012, overtime hours per employee have decreased by 13%. A year to date figure has been provided for 2013 instead of the projected overtime expenditures for the remainder of the year because the need for overtime is influenced by unpredictable events such as winter weather or assisting with the June flooding in Calgary. Please note: Overtime hours incurred by the 170 firefighters deployed to Calgary, and will be reimbursed by the Province.

City of Edmonton Overtime Expenditures

2012 Actual	2013 Projected	2014 Budget
\$39,830,000	\$41,580,000	\$40,769,000

Overtime for Tax Levy Operations

	2012 Actual	2013 Projected	Proposed Budget 2014
Transportation Services	\$14,295,000	\$15,407,000	\$15,236,000
Police Services	\$ 9,907,000	\$10,470,000	\$10,642,000
Community Services	\$3,423,000	\$4,039,000	\$3,844,000
Financial Services	\$ 210,000	\$242,000	\$228,000
Corporate Services	\$ 900,000	\$ 876,000	\$ 683,000
Sustainable Development	\$558,000	\$ 328,000	\$365,000
City Manager	\$67,000	\$70,000	\$70,000
Mayor and Council	\$3,000	\$ 3,000	\$3,000
Boards and Authorities	\$5,000	\$4,000	\$ 4,000
Total Tax Levy Operations	\$29,368,000	\$31,439,000	\$31,075

2014 Operating Budget Questions By Councillor

Overtime for Enterprises/Utilities

Fleet Services	\$2,383,000	\$2,034,000	\$2,064,000
Drainage Services	\$7,300,000	\$7,068,000	\$6,552,000
Waste Management	\$732,000	\$950,000	\$1,008,000
Land Enterprise	\$3,000	-	
City Centre Land	\$6,000	-	
Library	\$38,000	\$89,000	\$70,000
Total Enterprises/Utilities	\$10,462,000	\$10,141,000	\$9,694,000

City of Edmonton Overtime Hours per Employee (2009-2012)

2009	2010	2011	2012
66.8 Hours	66.2 Hours	71.5 Hours	58.9 Hours

*excludes Boards and Commissions, Police and Library

The EPS overtime trend is (\$000):

	2012	2013	2013	2014
	Actual	Projection	Budget	Budget
EPS Overtime	\$9,481	\$10,708	\$10,038	\$10,198

The 2013 projected over spend is due to the shortage of relief evaluators and other vacancies in the Police Dispatch 9-1-1 Section and to tackle specific crime issues within the Community Policing Bureau. This is offset by lower overtime usage in various Investigative Support Bureau areas (e. g. Homicide, Traffic).

2014 Operating Budget Questions By Councillor

Branch: Budget Office

Asked By: Mayor Iveson

Question #: 14-0210

Budget Page #: 24

Corporate Overhead: good improvement here - is there a national benchmark for this cost in comparable municipalities - if so, how do we rate?

Question Answer:

There is no Corporate overhead benchmark comparison for this cost since there is no comparable information to define corporate overhead explicitly against other cities or municipalities. In Edmonton's Corporate Overhead calculation, corporate overhead includes administration expenditures in Corporate Services, Financial Services and Utilities, Corporate Communications, Intergovernmental & External Affairs but exclude administration expenditure in 311 & Assessment. Total Expenditures exclude Police and Library.

Branch: Customer Information Services

Asked By: Mayor Iveson

Question #: 14-0220

Budget Page #: 88

Are there any synergies or opportunities to consolidate 311 with Inside Information? Has this been examined before?

Question Answer:

311 and Inside information have developed a numbers of synergies since the establishment of the two areas within Customer Information Services. We have consolidated much of the infrastructure that supports these areas. The areas are co-located in the same facility and share resources for training, forecasting, reporting, analysis, and process development. There is shared training for Customer Services and telephony skills. The areas also share resources during peak demands where possible. We continue to seek continuous improvements to further gain efficiencies.

The knowledge and training required to support the wide variety of inquiries within the two areas is too broad and complex to enable any further synergies at this time. In addition, the systems and applications that are used to support citizens are numerous and significantly different than those used to support employees. 311 is very complex as it uses some 1200 different scripts to support the citizens. 50% of Inside Information calls are for IT related services and require our agents to have IT specific training. The complexity and different knowledge would make it difficult to maintain the levels of quality required to achieve benefits that may be realized through total consolidation

2014 Operating Budget Questions By Councillor

Branch: *Current Planning*

Asked By: *Mayor Iveson*

Question #: 14-0230

Budget Page #: 131

Current Planning: What is the 'authorization fee' and what is the rationale for increasing it by 145%?

Question Answer:

The Authorization Fee is the fee to process the request to authorize the preparation of Neighbourhood Structure Plans (NSP) in the 3 Urban Growth Areas to City Council for consideration. This request is specified in Policy 3.2.1.7 of the Municipal Development Plan (MDP).

This administrative fee, introduced in 2013 is designed to cover costs to process authorization requests. The responses to authorization include preparing required background reports for Council to make an informed decision. The proposed fee increase achieves greater alignment to costs for review, circulation and consultation.

Branch: *Current Planning*

Asked By: *Mayor Iveson*

Question #: 14-0240

Budget Page #: 133

Home based business fee: I think I support reducing this, but just to get an sense of the impact, how many of these do we issue annually and do we expect a volume increase with this price reduction? Will enrolment and renewal be available on-line for this license?

Question Answer:

The current volume of home based licences processed this year is 8338. While not quantified, the Branch fields concerns about this fee and customers advise it is a deterrent to licensing. Reducing the Home Based Business fee may result in greater propensity for licensing compliance. Although it is difficult to quantify the potential volume increase, the objective of this fee reduction is to maintain the current level of revenue through increased home-based licensing compliance and volume.

Business owners can currently apply for and renew their licences online, and we are working on further improvements to online services. Full roll out for the Current Planning Future State (eServices) is expected in 2014.

Branch: *Community & Recreation
Facilities*

Asked By: *Mayor Iveson*

Question #: 14-0250

Budget Page #: 147

CS Aquatic Safety: is this cost fully annualized? What is the actual for 2014?

Question Answer:

The \$2,524K for 56 FTEs represents the total in 2014 for a full year of operations.

2014 Operating Budget Questions By Councillor

Branch: *Project Management & Maintenance Services*

Asked By: *Mayor Iveson*

Question #: *14-0260*

Budget Page #: *191*

Demolition of unoccupied building: Does Administration propose to retain the land upon which the building is situated or sell it? Is there any point to selling the site with the building on it or, alternately, to recovering the cost of the demolition against the sale of the land?

Question Answer:

This land is identified as part of a future project for Transportation Services linked to Yellowhead Trail improvements. The project is currently an unfunded priority project.

The Project Management and Maintenance Services Branch is responsible for the demolition of the building. The abandoned structure will potentially increase the risk that the City may face should unauthorized persons access the building and attempt to reside in it, or vandalize it.

Branch: *Budget Office*

Asked By: *Mayor Iveson*

Question #: *14-0270*

Budget Page #: *193*

Debt servicing costs: are there any revised estimates on this \$11,982 increase or the baseline estimate for 2013?

Question Answer:

The assumptions used for the proposed 2014 tax-supported debt charges are still valid based on the most current information. The 2013 projected tax-supported debt servicing as at October 31, 2013 is reasonably close to the 2013 approved budget of \$64.8 million.

2014 Operating Budget Questions By Councillor

Branch: Fleet Services

Asked By: Mayor Iveson

Question #: 14-0280

Budget Page #: 250

Fleet - Mid-Life Bus Refurbs: I understand the business case for doing refurbs to extend bus life was recently updated. Please provide the high-level findings about ROI of investing in new engines, bodywork and all the staff time to do the refurbs rather than replacing at the typical 12 year lifecycle? Of interest is the cost effectiveness given the higher labour costs, particularly for heavy duty mechanics in Northern Alberta.

Question Answer:

2014 Operating Budget Questions By Councillor

There is a savings of \$17,699 per bus per year when maintained over a 20-year lifecycle as compared to a 12-year lifecycle, as outlined in the table below.

Costs - per bus per year			
	Total Maintenance & Refurbishment	Capital	Total Annual Cost
12 Years	\$47,259	\$36,667	\$83,926
20 Years	\$44,227	\$22,000	\$66,227
Difference	\$3,032	\$14,667	\$17,699
*excludes the cost of borrowing			
*shown in 2013 dollars			

Per bus, per year, total maintenance is \$3,032 less when distributed over a 20-year lifecycle. When accounting for the capitalized cost of a new bus (\$440,000) over 20 years verses 12, there is a \$14,667 difference per bus per year.

A major mechanical investment is required at year 8 in both 12-year and 20-year scenarios. However, if the bus is retired at year 12, then full advantage has not been taken of the mechanical investment made.

A 12-year lifecycle has been a viable option in locations able to run buses 75,000+ km per bus per year. Given the geographical construct, route design, garage location and hours of service at the City of Edmonton, ETS runs approximately 45,000 km per bus per year.

Labour costs are relatively consistent across the province, outside of a few northern communities and, therefore, have little impact to the refurbishment program. Labour availability, particularly of heavy-duty technicians, continues to be a challenge in the current economy.

Fleet Services and Edmonton Transit work closely together to evaluate the effectiveness of the refurbishment program as new technology and opportunities arise.

2014 Operating Budget Questions By Councillor

Branch: Transportation Operations **Asked By:** Mayor Iveson

Question #: 14-0290

Budget Page #: 371

Transportation ops: I appreciate that you're trying to manage this to maintain current service levels 'with no increase in resources through ongoing efficiency reviews' - can you provide some examples of what is being done to increase efficiency in this area, and reassurance as to how service levels will be maintained in spite of growth?

Question Answer:

The roadway inventory growth was estimated at 1% for 2014. To offset these costs Transportation Operations realigned some work functions to gain efficiencies and went to a full cost recovery for services provide by Engineering Services. Energy and maintenance savings achieved with the conversion to LED streetlights help to offset the ongoing maintenance costs for streetlight infrastructure.

Branch: Edmonton Police Service **Asked By:** Mayor Iveson

Question #: 14-0300

Budget Page #: 410

Prisoner transport: The chief indicated in a recent briefing that Sherriffs might be able to do this duty at some point - and for less cost. Can the chief estimate this cost?

Question Answer:

In 2014 the cost for the Edmonton Police Service to transport prisoners is \$1.050 million to support 8 Constables and the operating cost of 2 vehicles.

If the service is provided by the sheriffs the initial estimated cost was \$0.880 million to support 1 Supervisor, 8 Sheriffs and the operating cost of 2 vehicles. This figure is not firm and would be subject to negotiation if the Sheriffs indicate that they are able to undertake this duty on behalf of the EPS.

The difference is \$0.170 million.