

# 2016-2018 OPERATING BUDGET

As Approved at  
December 3, 2015

TRANSFORMING | **EDMONTON**

BRINGING OUR CITY VISION TO LIFE



**Edmonton**



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**City of Edmonton  
Alberta**

For the Fiscal Year Beginning

**January 1, 2015**

Executive Director

*The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Edmonton, Alberta for its annual budget for the fiscal year beginning January 1, 2015.*

*In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device.*

*This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.*



## Message from the Mayor

---



On behalf of City Council, I am pleased to present the City of Edmonton's 2016-18 Operating Budget. While the priority of this budget was a restraint on spending, City Council remained mindful of our need to maintain the programs, services and infrastructure Edmontonians expect *and deserve*. We understand the financial stress many Edmonton households and businesses are facing and tried to find a fair balance. It was at times a difficult journey but, in the end, I believe we did achieve this balance.

By supporting a motion to fund the neighbourhood renewal program through grants and savings, Council showed it was willing to be creative about where we could find large-scale savings and deliver the tax relief Edmontonians were looking for. Through this single motion, Council was able to shave 1.5 per cent from the proposed tax increase for the next two years.

In many ways, this budget was part of a broader discussion about what programs and services are the responsibility of the City of Edmonton and what should be uploaded back to other orders of government. In too many instances, municipalities like Edmonton are taking on more than we should when it comes to areas of provincial and federal responsibility, like affordable housing. To be sure, City Council remains strongly committed to supporting affordable housing projects in Edmonton. Without initiatives like the Housing First Program, we wouldn't have been able to house over 5,000 homeless people since 2009. However, ensuring that a high concentration of the most vulnerable Albertans have proper shelter should not and cannot be the sole responsibility of Edmonton property taxpayers.

Council also demonstrated restraint by staying within the \$10 million available through efficiency and innovation efforts within the administration. It may have been easier, and perhaps more popular with many citizens, to fund more programs and initiatives, but we all recognized this was not the right time to do so. By staying within our means, we didn't have to raise taxes further and yet we were able to still fund things like gender-based violence prevention, improved maintenance of our sports fields and the early stages of our energy transition strategy.

Within the 3.4 per cent tax increase we ended up with the fundamental building blocks of a well-considered budget: 2.6 per cent to keep pace with the demands of a busy city (primarily in labour and operating commitments), and 0.8 per cent to begin paying for the long-awaited Valley Line LRT to the southeast.

We also began the important process of looking more deeply at our cost drivers through a review of staff overtime and a wholesale review of city services – all in the name of finding long-term efficiency, effectiveness and alignment with our core priorities as a Council. Our efforts to find efficiencies and the push for greater transparency and efficacy in our operations doesn't end with this budget, but remains core to the ongoing work of this Council. As we work through these multi-year budget cycles, we can continue to establish long-term spending priorities to help build a more sustainable city.

A handwritten signature in black ink, appearing to read 'Don Iveson'.

Don Iveson

Mayor

# Table of Contents

---

	Page
<b>Foreword</b>	1
<b>Building a Great City</b>	
Edmonton in Focus	3
Economic Outlook	4
<b>Budget Building Blocks</b>	
Bringing our Vision to Life	11
Multi-year Planning & Budgeting	13
Budget engagement: Summer 2015	15
Corporate Workforce Plan	17
Positive Change	19
Positive Change Stories	21
Positive Change Recommendations	23
<b>Budget in Brief</b>	
Corporate Summary	35
Approved Property Tax Increase	36
2016 - 2018 Operating Budget	37
Typical Homeowner	39
Where the Money Comes From	40
Where the Money is Spent	41
Monthly Average Household Spending	42
Budget Principles	43
<b>Impacts of a Growing City</b>	
2015 - 2018 Capital Budget	44
Operating Impacts of Capital and Contributed Assets	47
Operating Impacts of Capital	54
Operating Impacts of Contributed Assets	76
Summary of Service Packages - Funded	79
<b>Budget by the Numbers</b>	
Financial Tables	91
User Fees, Fines and Permits	99
<b>Departments</b>	125
<b>Boards and Commissions</b>	517
<b>Supplementary Information</b>	603

# Key Dates

---

Following are the key dates related to the 2016-2018 Operating Budget Process:

## **June 23, 2015**

- Administration provided a forecast of the 2016-2018 Operating Budget including impacts of capital and cost pressures.

## **September 22, 2015**

- Council consideration and approval of the proposed Budget Process.

## **October 20, 2015**

- Proposed 2016-2018 Drainage Utility and Waste Management Utility Budgets released to Council electronically via the City of Edmonton website.

## **October 29, 2015**

- Proposed 2016-2018 Utilities Operating Budgets to be debated at Utility Committee, with recommendations forwarded to City Council.

## **October 30, 2015**

- Proposed 2016-2018 Operating Budget for Civic Programs and Boards and Commissions released to Council electronically via the City of Edmonton website.

## **November 3, 2015**

- Proposed 2016-2018 Operating Budget for Civic Programs and Boards and Commissions presented to Council and printed copies of the budget delivered.

## **November 23, 2015**

- Non-statutory Public Hearing on Proposed 2016-2018 Operating and Utilities Budgets.

## **December 3, 2015**

- City Council approved the 2016-2018 Operating and Utilities Budgets.

## **January 2016**

- Assessment notices are mailed to property owners.

## **Spring 2016**

- Education Tax Requisition from the Province of Alberta.
- Council approves final tax rate.

## **May 2016**

- Property tax notices are mailed.

## **June 30, 2016**

- Deadline to pay property taxes.



# Foreword

---

The 2016-2018 Approved Operating Budget has been prepared by Administration with City Council's Vision top of mind. The six 10-year goals in *The Way Ahead* and alignment to the Corporate Outcomes approved by City Council were significant considerations in drafting this budget.

The 2016-2018 Approved Operating Budget document is presented in one volume. The budget document contains introductory and summary level information followed by Department, Branch and program level budget detail. The 2016-2018 Approved Utilities Budget is presented in a separate volume.

***Unless otherwise stated, all amounts are shown in thousands of dollars***

## Building a Great City

Building a Great City section provides an overview of the alignment of Council's vision, strategy and the 2016-2018 budget. It also provides an economic update for the City of Edmonton.

## Budget Building Blocks

Describes the Corporate Planning Framework, the multi-year budgeting process and the linkage to Strategic Planning. This section also includes the Corporate Workforce Plan and Positive Change recommendations for City Council's consideration.

## Budget in Brief

The Budget in Brief section provides a quick look at the 2016-2018 Approved Operating Budget. It shows the impacts for a typical homeowner, where the money comes from, where the money is spent and the monthly average household spending.

## Impacts of a Growing City

Provides information related to the Operating Impacts of Capital and of Contributed Capital as well as a summary of all of the Service Packages.

## Budget by the Numbers

Included in this section are the budget summaries, FTE tables and approved changes to user fees, fines and permits.

## Department and Branch Overviews

This section contains detailed information of each City Department and its Branches. The Department Overview introduces the department and includes a table identifying all the branches and programs contained within the department. Highlights of the approved 2016-2018 budgets and a departmental view of the budget are also provided. The Branch Overviews provide information on major services and programs and the approved 2016-2018 Operating Budget for the branch. Changes to the budget and information on results, cost drivers and services offered by program, along with details of funded service packages are also presented if applicable.

Breaking down each Branch into additional levels of detail is intended to provide clearer information about revenues and expenditures in the base budget, as well as any changes for 2016-2018.

# Foreword

---

## Supplementary Information

This section includes additional information about the City of Edmonton and the approved 2016-2018 Operating Budget. The sections include:

- Governance Structure
- Basis of Budgeting
- Reserve Funds
- Council Motions
- List of Council Approved Plans
- Neighbourhood Renewal Program Listing
- Outstanding Debt Summary
- Summary List of Performance Measures
- Major Financial Policies
- Terms and Definitions

## Access to Approved 2016-2018 Budget Documents

The approved 2016-2018 Budget document is available on the City's Website: <http://www.edmonton.ca/budget2016>

# Building a Great City

---

## Edmonton in Focus

Edmonton has continued to grow throughout 2015, despite the current economic uncertainty that Alberta faces.

Edmonton's drive over the past decade to build a strong, diversified, and sustainable economy has already proven its value. The momentum of the City's growth, sound fiscal management, and timely investment in capital infrastructure has provided Edmonton's overall economy with a strong buffer.

In order to continue improving how we plan for Edmonton's future, the City has now moved its operating budget to a multi-year, rather than year-by-year basis. This gives the City several advantages from a planning perspective. It allows Council and Administration to respond to broader economic changes in a responsible way, taking a longer view of Edmonton's needs, while building stable program and service delivery. It provides more flexibility in how the City finances operations, as funding priorities can be reallocated across different years of the budget. This multi-year approach allows us to align strategy, business plans and operating and capital budgets to ensure the dollars are spent to achieve City Council's vision.

## Strong Fiscal Management

In September 2015, the independent financial rating service Standard and Poor reaffirmed the City of Edmonton's AA+ credit rating for the fourth consecutive year. The report noted that Edmonton continues to manage its finances well by employing an experienced financial management team, holding a strong liquidity position, and keeping its debt burden well within both provincial limits and the more stringent City policy.

But Edmonton is not simply resting on its past successes.

## City Building

2015 saw several of Edmonton's signature projects spring to life in the core of the city. The Metro Line opened to service, adding the Northern Alberta Institute of Technology (NAIT), Royal Alexandra Hospital, MacEwan University, and other north Edmonton landmarks to the City's LRT network. The Ice District, Edmonton's new downtown entertainment district, is rapidly taking shape, with the new Rogers Place arena slated to open next year. In August of this year, construction began on Blatchford, a new sustainable community in the heart of Edmonton. The City also continued to develop as an arts and cultural centre, hosting a mixture of events ranging from the cutting-edge Red Bull Crashed Ice tournament—held on a man-made skating track built just for the event in Louise McKinney Park—to the ITU World Triathlon, to City favourites such as the Heritage Festival, the Fringe International Theatre Festival, and the Edmonton Folk Music Festival.

Significant challenges still lie ahead for Edmonton as it prepares to renew its strategic vision, *The Way Ahead*, and pushes forward on a new city-wide transit review strategy that will see the City rethink how it delivers transit service to its 870,000 some residents. But collaboration between Edmonton and its regional partners will ensure that the Metro Edmonton economic engine which Edmonton powers continues to thrive.



# Building a Great City

---

## Economic Outlook

The impact of lower global oil prices was evident in the Edmonton economy in 2015.

Economic growth for 2015 in our region is now expected to slow down to 0.7% from the rate of 3.1% recorded for 2014. However, it is also expected that Edmonton's growth will outperform Alberta's growth as a result of Edmonton's relatively more diversified economy.

The driving force for this expected moderate growth comes from expanding employment and incomes, although at slower rates than seen in recent years. This expansion, combined with ongoing population growth, provided solid support to the housing, retail and personal service sectors of the Edmonton economy.

## Global and North American Developments

Global economic growth continued to move forward at a slightly weaker pace in the third quarter of 2015. While conditions in the US improved in the quarter, growth in the Euro zone and emerging markets has continued to disappoint. With very weak conditions in Italy, France and Spain, the Euro Zone's economic prospects still pose the most significant downside risk to global economic recovery. As well China, Brazil, South Africa, Russia and several other emerging market economies may not meet growth numbers that are currently anticipated.

The International Monetary Fund expects the global economy to grow at 3.3% in 2015 – a slightly slower rate than forecasted in the first quarter 2015 World Economic Outlook update report. Global growth will rise in 2016 to 3.8% as the advanced countries accelerate and emerging economies see more robust growth.

Although inclement winter weather in the US resulted in very weak economic growth early in 2015, the US economy rebounded later in the year resulting in an annual growth rate of approximately 2.5% for 2015. This growth rate is currently expected to accelerate to the 3% range in 2016. Higher levels of activity in US consumer spending, manufacturing and construction contribute to continuing growth in the US. These positive developments more than compensated for weakness in the energy sector and business investment.

Economic growth in the emerging economies showed signs of stabilizing in the third quarter of 2015, after a relatively weak showing in 2014. While a slight moderation in economic output in countries such as China is likely over the remainder of 2015, growth across all emerging markets is expected to hold at around 4.2% which is down slightly from the 4.3% rate foreseen in the first quarter of 2015. Looking forward to 2016 growth in emerging economies should improve to 4.7% which is still well below historical norms.

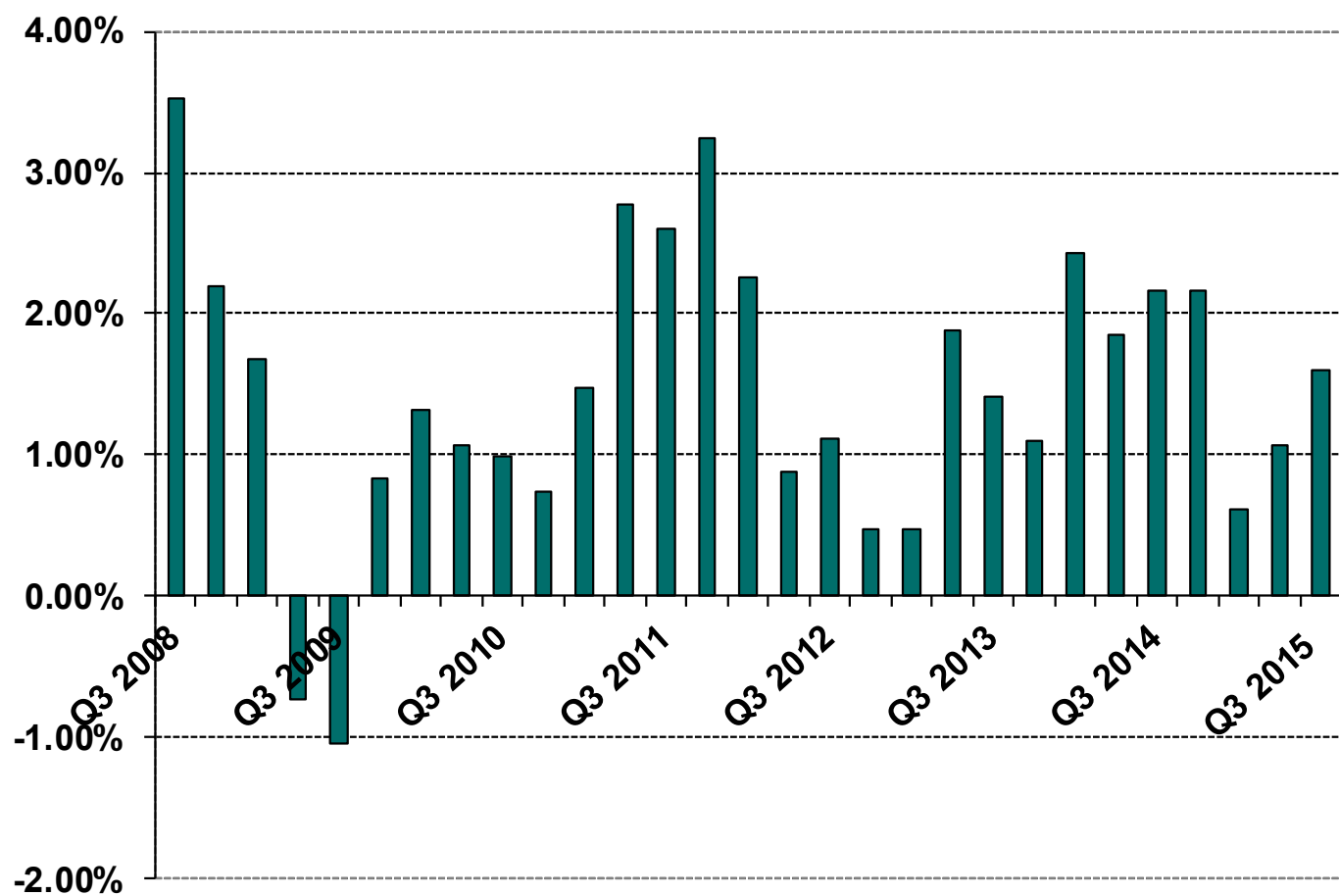
Unlike in the US, growth in Canada did not accelerate quickly in the third quarter of 2015. Rather, Real Gross Domestic Product remained sluggish as the impact of sharply lower oil prices continue to be felt. With oil prices only partially recovering and no significant boost to exports from a lower Canadian dollar so far, the Canadian economy will see very modest growth in the third quarter. For 2015 as a whole economic growth will come in at an annualized rate of about 1% which is well below the 1.9% the Bank was forecasting earlier in the year. With better conditions in the US and improved exports as a result of a lower Canadian dollar 2016 should be a better year for Canada with growth in the 2.3% range.

# Building a Great City

## Inflation in Edmonton

Inflation as measured by the Consumer Price Index (CPI) moved up from the very low levels recorded in the first and second quarters during the third quarter of 2015. Year over year inflation was 1.6% in September 2015 as the impact of last year's fall in gasoline prices began to fade. Housing costs, particularly rents, are continuing to rise albeit at a slower pace than in previous quarters. This will lead to higher inflation for the remainder of 2015. Edmonton's rental vacancy rate is in the 2.4% range which remains well below the long term average of 3.5%. This is causing rents to rise faster than overall inflation in Edmonton. While the vacancy rate will rise over 2015 the tight conditions in the rental segment of the housing market will continue to put upward pressure on shelter costs and drive inflation up in the months ahead.

### Edmonton's CPI Inflation



Source: Statistics Canada

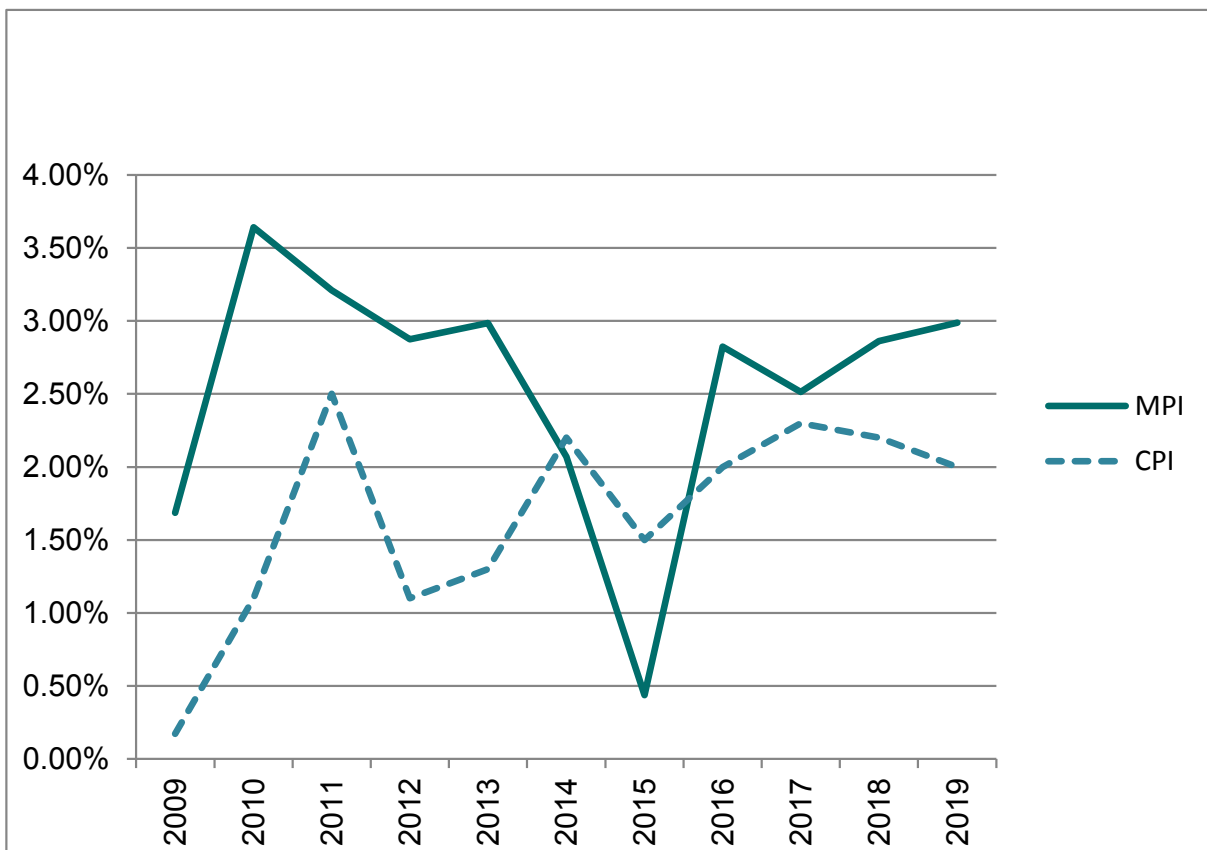
# Building a Great City

The most widely recognized measure of inflation is the annual percentage increase in the CPI which tracks prices of goods and services used by average Canadian consumers. While the CPI is the most widely used measure of inflation, it does not capture price impacts that most businesses and government organizations face. This is due to the fact that the goods and services included in the CPI are based on what is consumed by households. It does not include a wide variety of products and services that are typically purchased by businesses and government agencies such as the City of Edmonton. Consequently, it is not an appropriate indicator of inflationary pressures faced by the City.

To address this issue for the City of Edmonton, the Office of the Chief Economist prepares a Municipal Price Index (MPI) based on the purchases made through the City's operating budget. The MPI is used to capture changes in the costs of providing municipal services in the City. Inflation measured by the MPI tends to be higher compared to the consumer-based inflation measured by the CPI due to the large share of wages and benefits in the City's operating expenditures. Typically, wages and salaries and associated benefits increase faster than the CPI reflecting higher productivity as well as changes in the cost of living. However, in 2015 the MPI is expected to be below the CPI due to lower costs for professional services and some materials such as gravel. The MPI will return to being above the CPI in 2016 and beyond

The MPI is updated annually by the Office of the Chief Economist for the City of Edmonton. Other jurisdictions such as Calgary apply similar methods to calculate their own MPI's. Additional background on the MPI and the methodology used to calculate it can be found at:

[http://www.edmonton.ca/business\\_economy/economic\\_data/economic-news.aspx](http://www.edmonton.ca/business_economy/economic_data/economic-news.aspx)





# Building a Great City

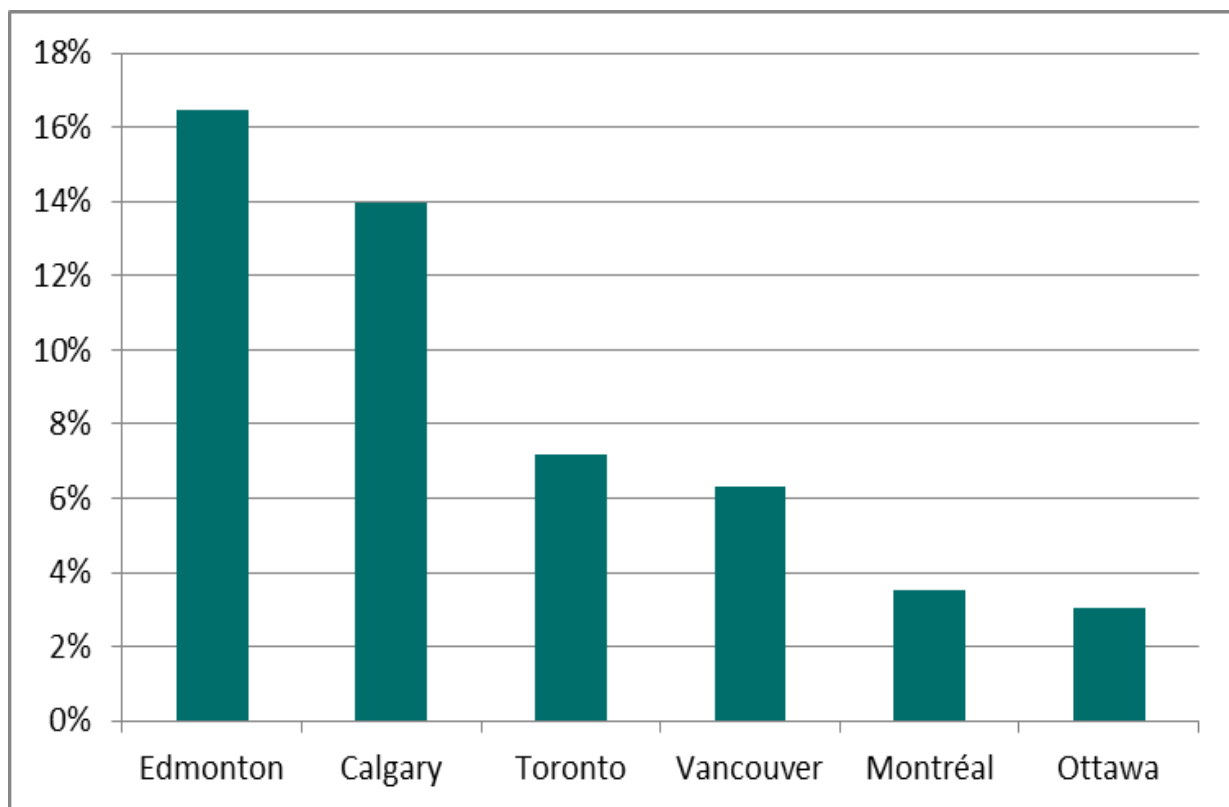
---

## Employment in Alberta

Alberta's employment growth rate has slowed down significantly in 2015 but continues to have the third best gain in jobs among the provinces over the past 12 months. However, the unemployment rates were the second lowest among the provinces. In addition, Alberta continues to have the highest provincial average weekly earnings in Canada.

Over the past 12 months, Alberta has added almost 31,000 new positions. With this gain, the unemployment rate has been in the range of 6.0% to 6.5% which shows a picture of slightly below full employment which is usually taken as 5% unemployment. Year-over-year employment growth was 1.4%, the bulk of which occurred in the last half of 2014.

## Employment Growth in the Last Five Years



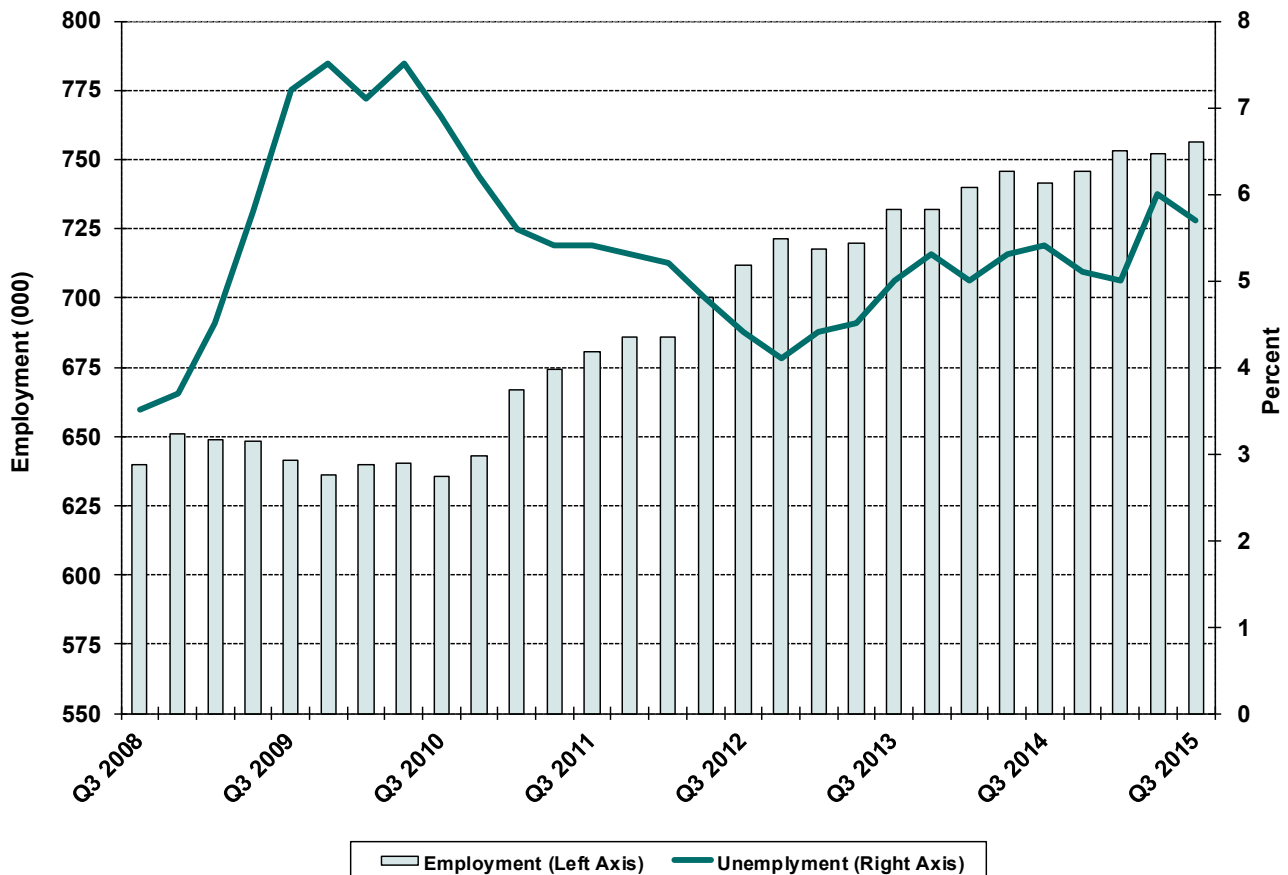
# Building a Great City

## Employment in Edmonton

Employment in the Edmonton region for the third quarter of 2015 was up year over year with particularly good increases in full-time jobs. Strong job gains in construction, financial services, health care and education more than made up for weakness in the retail, energy and manufacturing sectors. As a result, Edmonton's unemployment rate stood at 5.9% in September 2015. Employment growth in Edmonton will slow over the remainder of 2015 and the unemployment rate will rise to 6.5% range in the coming months as the available labour force increases more rapidly than the number of new jobs.

Employment in the Edmonton region made very respectable gains over the course of the year as 20,000 net new jobs have been added over the last 12 months. These have been largely full-time jobs. However there has been a tendency toward part-employment in the most recent job numbers. The region saw job gains in construction, professional services, public administration and healthcare. Job losses have occurred in oil & gas, manufacturing, and logistics. As a result, Edmonton's unemployment rate stood at 5.9% in the third quarter of 2015 – well below the current Canadian value of approximately 7.1%.

### Employment Trends in the Edmonton CMA



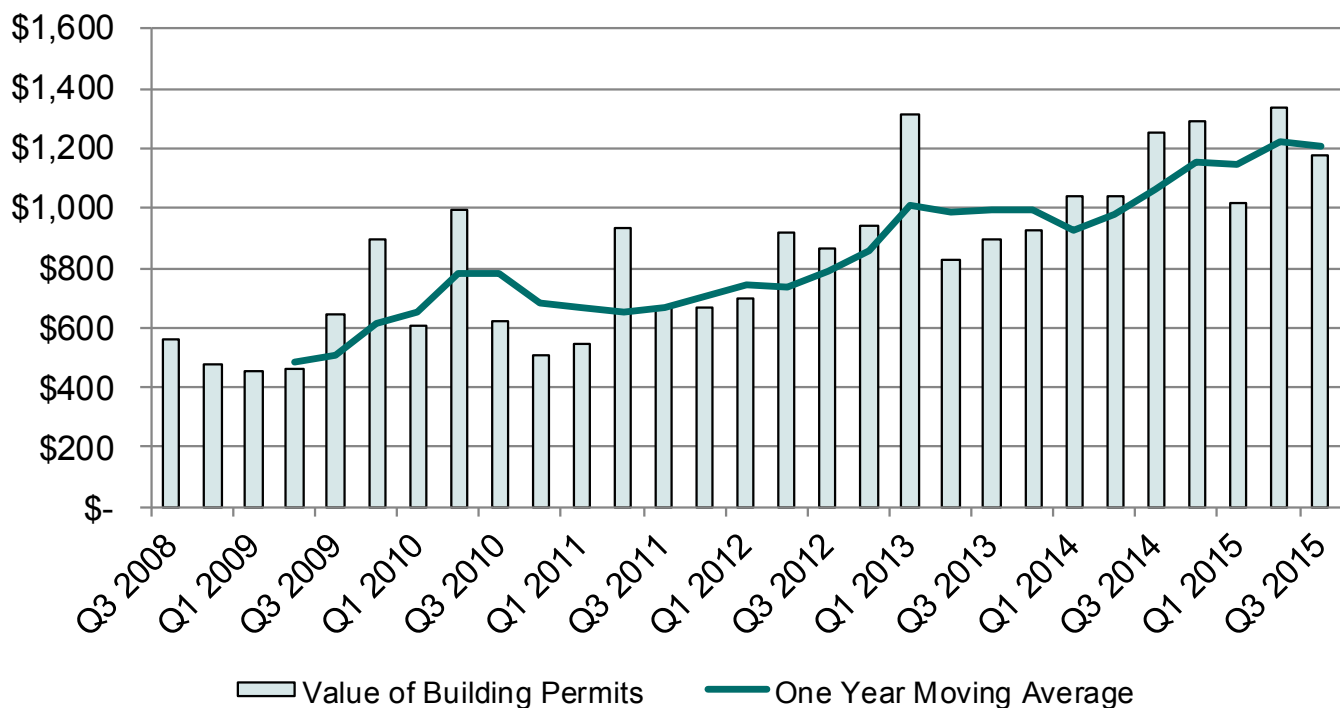
Source: Statistics Canada

# Building a Great City

## Building Permits

After a very strong gain in the second quarter, the value of building permits in Edmonton eased in the third quarter of 2015. The quarterly value for both non-residential and residential permits slipped lower in the quarter. The one year moving average, which smooths out sharp changes in quarterly results for building permit values, was also down slightly in the third quarter. However values of permits remained at historically good levels. The value of building permits will weaken from current levels, particularly for multi-family residential buildings, as the rental vacancy rate continues to rise over the remainder of 2015. With applications for new developments slowing, it is anticipated that building permit values will fall in the months to come.

City of Edmonton—Value of Building Permits



Source: City of Edmonton, Current Planning Branch

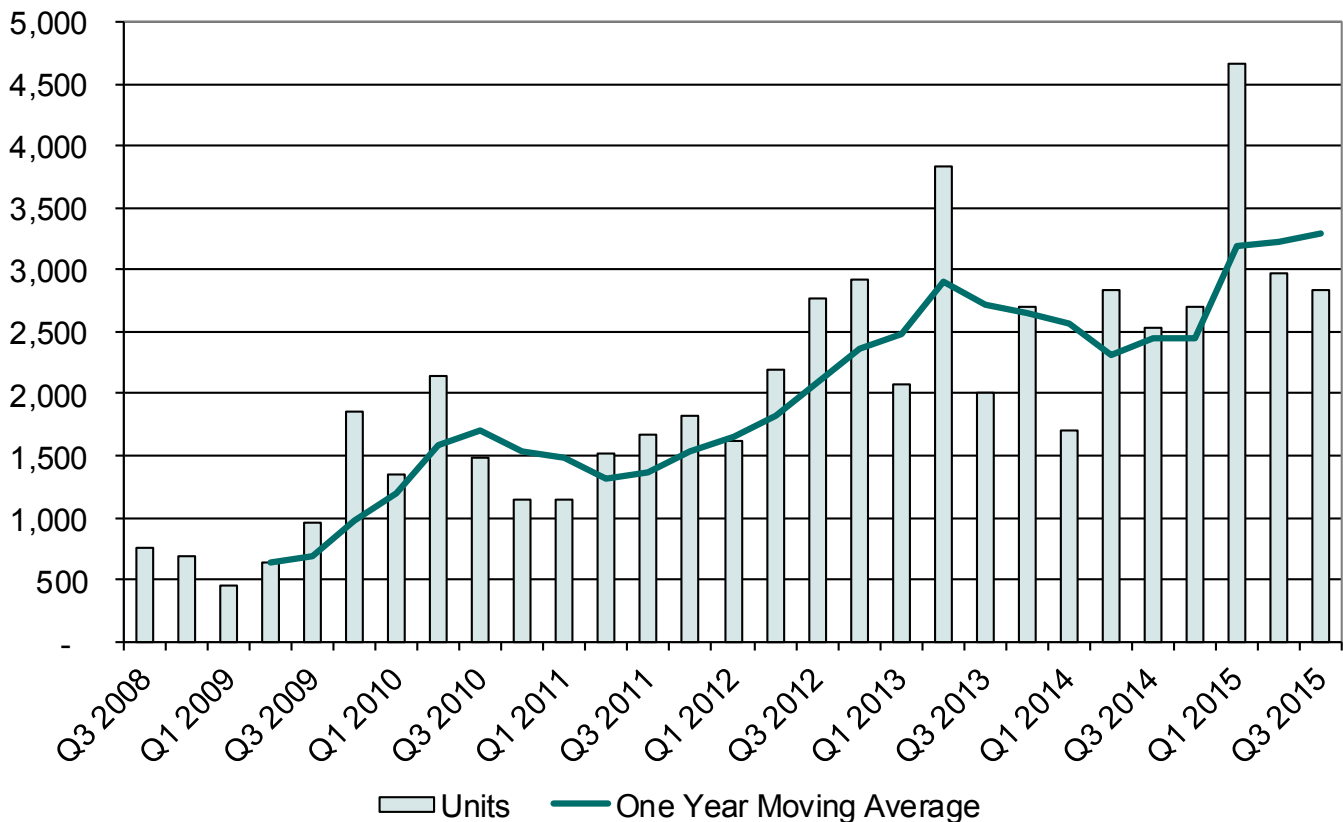


# Building a Great City

## Housing Starts

After extraordinarily strong multi-family housing start figures in the first quarter of 2015 housing starts in the City of Edmonton have slowed. When compared with the second quarter, single-family homes experienced a decrease of 14% in the third quarter while multi-family homes experienced an increase of 1%. As noted previously rental vacancy rates in the Edmonton region are hovering in the 2.4% range providing an incentive for further investment in multi-family construction. However, housing start values will continue to decline over the remainder of 2015 as the stock of multi-family units begins to catch up with current demand and single family home sales soften. Over the next several years housing starts will continue to slow as the number of multi-family units returns to levels closer to historical averages.

### City of Edmonton – Housing Starts



Source: Canada Mortgage and Housing Corporation

## Global Risks

It is important to remember that the economic prospects for Edmonton and the Metro region are closely linked to Alberta's energy economy, which is highly export dependent. Because of this, there are risks to the City's economic outlook from factors beyond the municipality's control, despite excellent regional economic conditions. There is also ongoing uncertainty about future investments in pipelines, which are necessary for the future growth of Alberta's energy sector. Consequently future growth prospects for the City, while currently very robust, could quickly take on a less positive tone should issues of global market access for Alberta's energy products not be addressed in a timely way.

# Budget Building Blocks

## Bringing Our Vision to Life

Edmonton's City Council has developed a City Vision - a creative description of our City's future that paints a picture of how we imagine our city will look in 2040. The journey toward that 2040 vision is supported by deliberate and purposeful planning to build a great city and create the community in which Edmontonians strive to work, live and play. The City of Edmonton's strategic plan, *The Way Ahead* describes the city vision and identifies six 10-year strategic goals that direct long-term planning. The six 10-year goals are:

-  Transform Edmonton's Urban Form
-  Enhance Use of Public Transit and Active Modes of Transportation
-  Improve Edmonton's Livability
-  Preserve and Sustain Edmonton's Environment
-  Ensure Edmonton's Financial Sustainability
-  Diversify Edmonton's Economy

A set of corporate outcomes, performance measures with targets, and conditions of success help define and measure the journey to achieving the 10-year strategic goals.

### Directional Plans

Directional plans, called The Ways Plans, identify the strategies to achieve the 10-year strategic goals. Directional plans are:

- ✓ *The Way We Grow*: Municipal Development Plan
- ✓ *The Way We Move*: Transportation Master Plan
- ✓ *The Way We Live*: Edmonton's People Plan
- ✓ *The Way We Green*: Edmonton's Environmental Strategic Plan
- ✓ *The Way We Finance*: (under development)
- ✓ *The Way We Prosper*: The City of Edmonton's Economic Development Plan

### BRINGING OUR CITY VISION TO LIFE



# Budget Building Blocks

Edmonton is a city for people - for all of us - where we live, how we get around, how we engage with one another in society, and also how we grow. It's a city of builders, a city of innovators, and a city that leads. Our community is filled with residents, businesses, entrepreneurs, investors who are bound together by a common vision and driven by individual efforts to make something great. Edmonton is a place where people actively build things and creatively make new things - and new connections - happen. Each year we welcome thousands of new citizens into our city and into our neighbourhoods, and we also welcome and encourage new visitors from around the world. Edmonton is a fast growing city – among the fastest growing in the country. Located in Treaty 6 territory, Edmonton is a young city with a rich and layered history. Our community provides the canvas where we can share our stories, build our futures together, and walk in the footsteps of those who came before us as we forge new paths ahead.

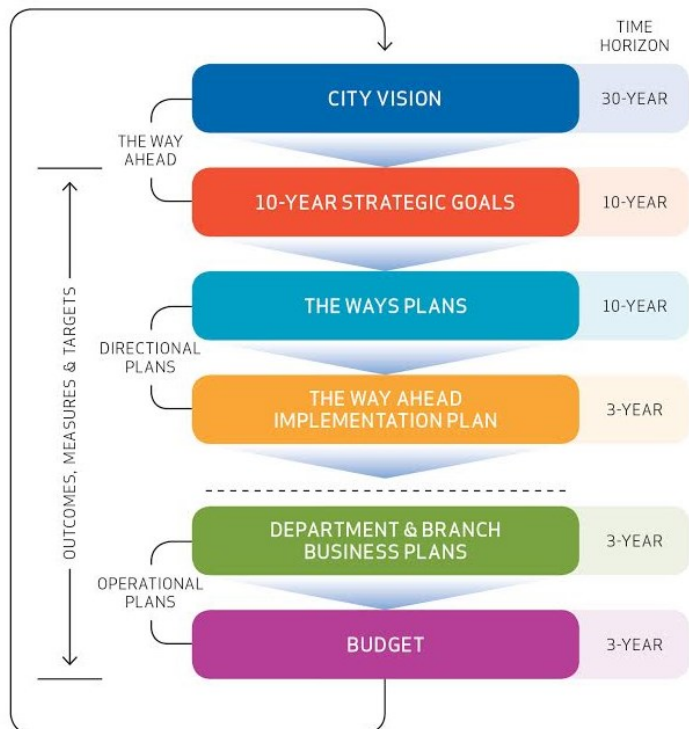
To build a Great City that is caring, sustainable and resilient, Edmonton will continue to deliver superior livability for its residents through well-designed, green and connected places and spaces. Our city-building efforts are intended to support improved social equity, broader economic opportunity and enhanced collective prosperity.

As we work towards our longer-term 2040 City vision, we are currently wrapping up the remaining three years of the first ten years of our strategic plan, The Way Ahead. Our environment is continuously changing and new ideas, issues and opportunities emerge. Edmonton has a clear focus on what needs to be achieved over the coming decades, and as a result we developed the 2016-2018 Way Ahead Implementation plan to prioritize initiatives that need to be delivered over the next three years to make the biggest impact now as we move into the next phase of our strategic plan (2019-2028).

## Corporate Planning Framework

Each department and its respective branches has developed a 2016-2018 business plan that aligns with the City's ten year strategic goals. These business plans identify actions and initiatives that are critical in moving forward to achieving the City's vision in *The Way Ahead*. The proposed 2016– 2018 operating budget has been built on these 2016-2018 business plans, along with the 2016-2018 Way Ahead Implementation Plan to ensure today's investments achieve our vision and strategic goals. This, along with delivery of core programs and services, focuses efforts on transforming Edmonton into a great city.

### CORPORATE PLANNING FRAMEWORK

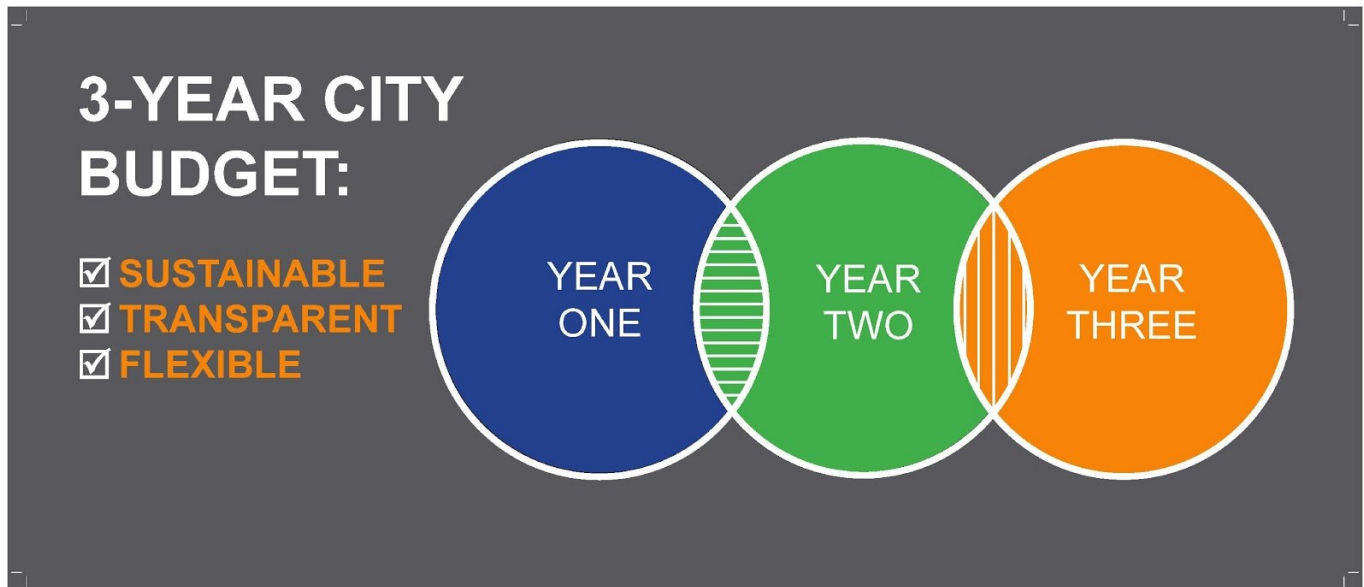


# Budget Building Blocks

## Multi-year Planning & Budgeting

At the September 10, 2014 City Council meeting, the Multi-year Budgeting Policy (C578) was approved. With this direction, Administration developed a process beginning with department and branch business plans being presented to Council Committees.

This multi-year process will advance Edmonton's financial stability, flexibility and future planning.



**Stability:** Planning a budget over multiple years allows Council and Administration to take a longer view of Edmonton's needs, and build out stable program and service delivery. This allows Edmonton to better plan stable revenues and expenditures, providing consistent funding levels for the programs and services Edmontonians expect.

**Flexibility:** Multi-year budget planning allows the City to be more flexible in how it finances operations, allowing Council and Administration to reallocate funding priorities across the different years of the longer budget cycle. This enables the City to bring in programs and services when they are most needed, and to adapt to the ever-changing needs of our city.

**Future Planning:** As one of Canada's fastest-growing cities, Edmonton needs to be able to plan for its future vision while also meeting its present day demands. Multi-year budgeting permits Council and Administration to implement or revise programs and services over a longer time frame, rather than being limited to yes/no decisions on a yearly basis. This means, for example, if a new program or service doesn't fit into this year's budget cycle, it can still be planned for a later year.

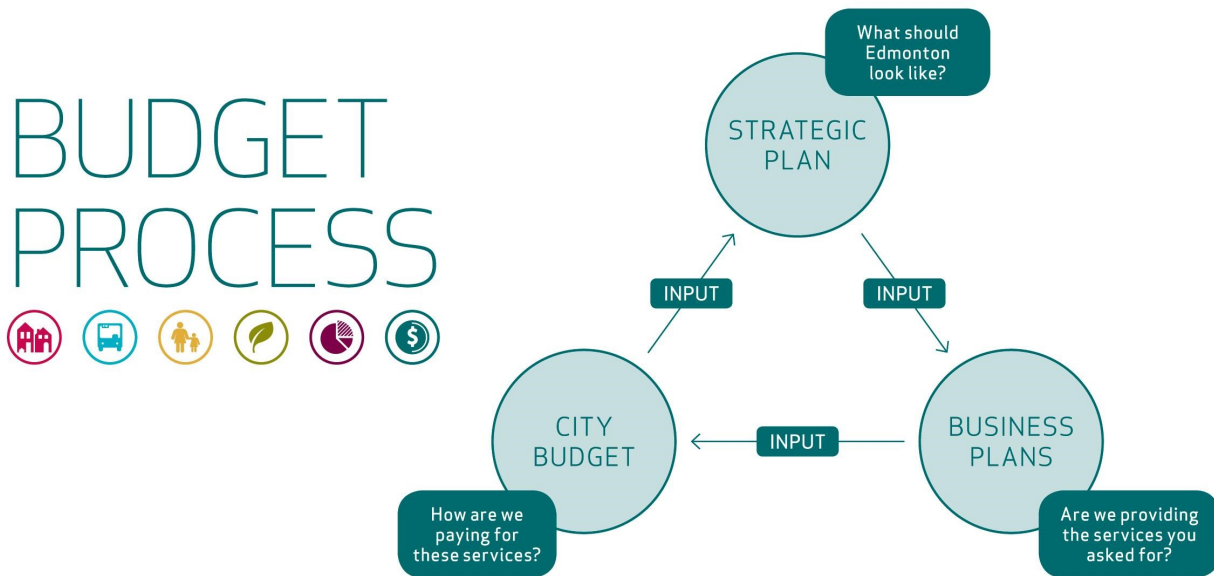
# Budget Building Blocks

While, research shows that more than three quarters of the 26 outcome measures set in *The Way Ahead* are projected to be near, meet or exceed targets by 2018, the City still needs to make considerable efforts to fully deliver on its promises.

To ensure the City's day-to-day efforts align with strategic purpose, City departments created business plans. These plans provide Council and the public with a deeper understanding of the City's programs, cost drivers and performance. It's also expected that they will help guide conversations between Administration and Council about priorities.

The City developed 23 initiatives that will help us achieve economic resilience, build a sustainable city and create an open and caring community. Our priority is to substantially complete each of the initiatives by the end of 2018. While a lot of this work will be carried out with existing resources, we will continuously balance priorities and shift resources.

## Linking to Strategic Planning



# Budget Building Blocks

## Budget engagement: Summer 2015

Recognizing that active, engaged Edmontonians make for a more vibrant, positive and welcoming city, the City expanded its engagement efforts around the topic of the municipal budget.

This summer, Financial Services hit the road. We delivered a full-fledged direct engagement campaign by setting up a “budget booth” at summer events across Edmonton where residents could learn about municipal budget, provide feedback and generally engage with City employees face-to-face.

We successfully engaged approximately **3,600** citizens at **16** events and observed that most people were receptive to the following key messages:

- Edmontonians can learn more about the budget and give their input by visiting the interactive [www.yegcitybudget.ca](http://www.yegcitybudget.ca), which will include the budget “slider tool.”
- Edmonton is moving to a multi-year operating budget structure (2016-18)
- Edmontonians get a high value for their tax dollars

The campaign sought to engage a wide range of citizens by attending public events across the city which reflected the social, cultural and political diversity of the city – various “types” and sizes of events were attended, and each political ward also had at least one event. Attending these events also allowed for a greater number of citizens to be reached in a manner that was more convenient for them.



In addition to this campaign, the City will use online engagement methods, such as [edmontonbudget.com](http://edmontonbudget.com), Facebook, Twitter, YouTube, Google ads and Edmonton’s Insight Community, to support interest in the topic of municipal budget.

[Edmontonbudget.com](http://Edmontonbudget.com) alone offers an opportunity for Edmontonians to learn how much property taxes or fees go to each City service area each month and indicate what priorities City Council should focus on for the coming year. Feedback gathered from [edmontonbudget.com](http://edmontonbudget.com) will be presented to Council after November 14, when the online engagement component concludes.



# Budget Building Blocks

---

## Accountability for Results

Performance measures exist at multiple levels throughout the organization. The City uses a suite of performance measures to assess how it is performing – at the corporate, department and program levels. Types of measures include effectiveness and efficiency (including productivity, timeliness, and quality) measures. Performance measurement:

- Improves transparency and accountability
- Supports decision-making and resource allocations
- Monitors progress in achieving intended results (effectiveness)
- Monitors efficiency
- Monitors programs and services

Reporting to citizens about things that matter to them is an important component of accountability. The City recently reported its 2014 progress towards the outcomes, measures and targets in *The Way Ahead*. Departments and branches will be reporting progress on their business plan performance measures beginning in 2017. The City also implemented the Citizen Dashboard to report on the performance of services and activities that are important to citizens and that promote the outcomes associated with The Way Ahead. Please visit the Citizen Dashboard at [http://www.edmonton.ca/city\\_government/citizen-dashboard-city-by-the-numbers.aspx](http://www.edmonton.ca/city_government/citizen-dashboard-city-by-the-numbers.aspx).

Please refer to the Supplementary Information section for a complete list of the Performance Measures.



# Budget Building Blocks

## Corporate Workforce Plan

### Building Capacity and Advancing Organizational Culture

The City of Edmonton provides a wide range of services that Edmontonians use every day. The majority of civic services are citizen focused and labour intensive, which explains why approximately 60% of the operating budget relates to personnel. The City's workforce of more than 13,000 staff in peak season includes diverse positions such as Firefighters, Transit Operators and Lifeguards.

People – our staff are the key resource to bring City Council's vision to life . The 2015-2020 Corporate Workforce Plan is the framework to build Human Resource Capacity to deliver on the Ways. The plan was developed based on extensive external research and analysis of labour projections, leading external organizations, and internal consultations with key stakeholders.

The culture of the organization reflects how we as an organization choose to work together and how we interact with Council, citizens and other stakeholders. It is our behaviours, attitude and approach. Intentionally shaping our desired organizational culture is the foundation of the Corporate Workforce Plan. It influences our work in the three strategic focus areas of:

**Talent:** Attracting and retaining a diverse, engaged, innovative and skilled workforce to build a great City.

**Learning:** Leverage learning as a competitive advantage to build a strong and sustainable workforce for today and tomorrow.

**Performance:** Optimize individual and organizational performance.

The three Strategic Focus Areas and performance measures provide a business discipline to the overall framework. The identification of goals and initiatives for each of the Strategic Focus Areas provides structure to advance meaningful progress towards the achieving the desired outcomes.



# Budget Building Blocks

---

## Making Progress

The most recent Employee Engagement and Diversity Survey, administered in September 2014, demonstrated significant positive growth in culture throughout the organization. Participation rates continue to increase and achieved a 50% increase over participation rates for the 2010 survey. Every one of the 34 questions in the four indices of the survey increased over 2012 survey results demonstrating positive change and consistent leadership across the organization. The next survey will take place at the end of 2016 and will provide an indication of the success of the action plans implemented in 2015 and 2016.

Sample of progress:

- Engagement is enhanced through employee events such as the Great City Event, where more than 1000 supervisors gathered together in 2015 to network and learn about innovation and service excellence, and the Great City evening, where over 4500 staff and family members gathered to celebrate and be recognized for their contributions to building a great city.
- Engagement is also advanced through our grassroots programs such as the Culture Ambassador Program, with over 600 members across the organization and Branch action plans
- Launch of the School of Business: The new enterprise learning approach is focused on building capacity throughout the organization at all levels. In 2015 the School of Business implemented four significant streams of learning. They include a comprehensive Aspiring Supervisors Program, new Management 101 Program, expansion of the Supervisor 101 Program, and training focused on the individual. The strategy of modernizing our approach to learning will continue with the implementation of an enterprise learning system and expansion of online learning.
- Diversity and inclusion within the workplace has progressed with successful employment initiatives such as the Abilities@work program in partnership with six community partners and civic unions. Significant progress has been made in the Aboriginal Awareness and Education Initiative with 1500 City staff trained by the end of 2015 and a plan to achieve 100% of City staff by the end of 2018.
- An integrated Civic Accommodation Transformation team representing culture, communications, technology, space design, customer services and alternative work strategies was formed in early 2015. This team is working to transform shared spaces and new ways of working with new technologies to reduce real estate costs and environmental footprints, provide flexible workspace options to support collaboration, innovation and increased productivity and to better serve the needs of citizens and increase performance.

## Continuing Our Progress

In 2016-18 a focus on building organizational and individual capacity and advancing the desired corporate culture remain a priority. The 2015 – 2020 Corporate Workforce Plan is ambitious, bold and fitting for a top diversity employer in Canada and a top employer in Alberta. Our success will be dependent on modernizing and innovating our business processes and building people capacity through a strong, sustainable organizational culture.

# Budget Building Blocks

---

## Positive Change

### What is Positive Change?

Positive Change has been ongoing at the City of Edmonton. Since 2010, the City has successfully reduced the net operating budget by \$178 million. For the 2016-2018 period, the target is a 2% reduction in the operating budget tax levy.

Council's 2% Initiative provided a goal: to build a more visible and well-defined culture of innovation and improvement at the City of Edmonton. In response, we have developed a corporate innovation program, encouraging the existing drive for innovation in the organization and creating new structures to support innovation practices at all levels. This is driven through facilitated training and by supporting a distributed network of innovation champions in each department.

This 2% comes in two forms:

#### **Recoverable:**

'Recoverable' savings are costs that can be directly reduced from City services or programs, meaning Council can use the money recovered to fund other programs and services, or to lower the total property tax increase.

An example would be reducing the percentage of salt in the sand used on Edmonton's winter roads. The cost savings from this change are recovered as a direct budget savings.

#### **Reallocated:**

'Reallocated' savings are costs that can be reassigned to be better used within a City department, in order to improve how that area does its business.

An example would be City staff taking over work duties related to the City's biosolids program, which would previously have been done by contractors. The cost savings from this change allow the City to more flexibly manage the program.

## Achieving Positive Change

Positive change is achieved through 3 different approaches:

#### **Program Review:**

Program Review means reviewing the programs that the City of Edmonton offers to citizens, making sure they align with citizen needs and the City's strategic plan, and optimizing how we deliver them.

If a program is important to Edmonton and Edmontonians, it should have measurable outcomes and we should be considering how best to meet those outcomes. If a program isn't important to the City or its citizens, then we need to re-examine why we're doing it at all.

#### **Improvement & Innovation**

Council's 2% Initiative has served as a catalyst to build a more visible and well-defined culture of innovation and improvement at the City of Edmonton. We have developed the Corporate Innovation Program, encouraging the existing drive for innovation in the organization as well as formalizing our innovation practices and requirements through facilitated training and supporting a distributed network of innovation champions in each department.

# Budget Building Blocks

---

Innovation at the City is both big and small. These ideas, no matter the scale, require that we work together. Each of our employees has a role in identifying and implementing improvements and their efforts are helping us to drive positive change for our residents and accomplish Council's long-term strategic goals.

Improvement & Innovation means encouraging and following through on the ideas of our workforce so as to improve the services we deliver to residents. Staff are committed to serving citizens and have bold ideas and innovative ways to serve them better, like switching to a paperless system for our Assessment Review Board to make the process simpler and more efficient, optimizing our bus routes resulting in significant capital savings, and using sophisticated social marketing around waste diversion to help achieve our sustainability goals.

## **Budget Best Practices:**

Budget Best Practices means creating a consistent framework across the City in how we develop our budgets, and then engage citizens. It means creating business plans for each of the City's branches, and then performing what we say we will in those plans and measuring and being accountable for those results.

This means, as a citizen, if in the business plan or budget your City says it's spending money on snow clearing, its spending that amount of money on snow clearing--not on something else. And if we spend more or less than that amount of money... we explain why.

# Budget Building Blocks

---

## Positive Change Stories

### City Tribunals Make Paper Go Poof!

Property owners have the right to file a complaint on their property assessment, and lots of people and businesses do. As a result, the assessment review board and their public appointees conduct more than 900 complaint hearings between April and December each year.

With each complaint generating an average of 600 or more sheets of paper, the amount of paper those hearings generated is truly staggering, 540,000 sheets a year. Stacked, they'd reach the top of a 16-storey building!

To deal with this volume of paper, the Assessment and Taxation Branch, IT and Facility and Landscape Infrastructure met early in late 2014 to discuss how to efficiently convert the appeals process to a digital-only one.

The system allows parties to a complaint to submit their arguments and supporting material online or if paper copies are provided, they are scanned into the system. The system accepts many formats such as PDF, Word, Excel, PowerPoint, etc.

Each side is given full access to the other's submissions. The sides can submit rebuttals, and counter-rebuttals if they wish.

At the actual hearing, assessment review board members and representatives of both sides each use one of 30 computer thinkpads to display pages they are referring to in their arguments or questions. Assessment review board members can make notes on their screens with fingertips or styluses. The hearing clerk displays which page is being discussed on a large monitor in the room.

The response has been overwhelmingly positive from both individual homeowners and agents representing very large corporations.



### New ETS scheduling software module saves \$27 million in capital costs



ETS is about to integrate a \$335,000 module into its highly complex bus scheduling computer application, and that module will instantly do away with the need for 49 buses worth about \$27 million.

These buses will not be sold but be used to improve peak service to suburban growth areas, and to alleviate critical overload situations on specific routes.

# Budget Building Blocks

---

## Waste Management goes door-to-door for reduced waste stream

Who says you can't have a whole lot of fun while working to achieve the City of Edmonton's goal of recycling, reusing or composting 90% of our waste stream.

The Waste Management Branch has conducted a very sophisticated door-to-door 'social marketing' campaign to convince citizens to mow their lawns in a more environmentally responsible way.

Over the past two years, they've used formal and informal research techniques to develop a fair degree of insight into the barriers that prevent people from 'going bagless'.

Staff each have tablets on which they log information about each citizen interview. Every evening staff are able to add 500 data points to our database, making almost-real-time improvements in how the staff respond to people's perceptions at the door.

Reaching approximately 30,000 residents per summer, about 80% of the people contacted are favourable to going bagless once they know it doesn't produce thatch, and in fact feeds their lawn.





# Budget Building Blocks

## Positive Change Recommendations

### Recoverable Recommendations for Council

The following list provides detail on the recoverable savings available for Council to decide how to use the funds during 2016-2018 budget deliberations. In 2016 these recoverable savings amount to \$10.1 million with a further \$10.0 million reduction in 2017 and \$10.0 million in 2018. Administration has already identified \$1.7 million of the 2017 savings and \$1.4 million of the 2018 savings and will be working over the next year to identify the remaining balances.

#	Sponsoring Branch	Continuous Improvement Initiative	Recoverable Recommendation Description	Impact on 2016
1	Community and Recreation Facilities	Innovative Revenue	Expand partnership programs in recreation facilities by accommodating additional groups and increasing accessibility. Offer new sponsorship opportunities through the development of private partnerships.	1,000,000
2	Community and Recreation Facilities	Multiyear LAP Passes	Increase the Leisure Access Pass renewal period from one year to two years. This will reduce employee time and costs needed to administer the program.	112,500
3	Community and Recreation Facilities	Alignment of Indoor Playground Drop-in Pricing	Introduce a drop-in admission fee for indoor playgrounds at Terwillegar, Clareview and The Meadows recreation centres to align with the current fee structure at John Janzen Nature Centre. Indoor playground admission is free for people who have memberships at those facilities.	65,000
4	Community and Recreation Facilities	Pay and Play Rotating Experiences	Partner with a vendor to revenue share five mobile pay and play experiences that focus on skill development. The installations will be showcased in underused spaces at the major facilities and can be shared between facilities for ongoing new experiences.	50,000
5	Community Standards	Commercial Vehicle Enforcement Unit	Promote compliance with commercial vehicle rules. This will increase road lifespan; increase public safety through truck inspections; and reduce nuisances associated with commercial traffic, including shortcutting and excessive noise in residential neighbourhoods.	150,000
6	Community Standards	Computer Equipment Rationalization	Switch vehicle-mounted systems to a lower-cost option while improving portability and usability. This switch will occur as existing equipment is refreshed, resulting in a 3-year rollout period.	17,000
7	Community Standards	Graffiti Program Review	Adjust the service levels of the Capital City Clean Up Graffiti Management Program while maintaining overall program standards and closely monitoring any increase in graffiti.	100,000
8	Community Standards	Mosquito Control Contract Reduction	Reduce the mosquito control helicopter contract hours to align with historical weather and usage trends.	80,000



# Budget Building Blocks

## Positive Change Recommendations

### Recoverable Recommendations for Council, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Recoverable Recommendation Description	Impact on 2016
9	Community Standards	Business Licensing Initiative	Identify and collect business licence revenues from unlicensed businesses currently operating in Edmonton through the use of a specialized business licensing enforcement unit.	200,000
10	Community Standards	Enforcement Cost Recovery	Recover costs associated with remedial work and organizing the work completion, as per provincial enforcement legislation. Improvements in cost identification and accounting has recognized additional recoverable revenue.	75,000
11	Community Strategies and Development	Advertising Efficiencies	Stop advertising in the Yellow, White and Blue pages as this is not an efficient and impactful way to communicate with Edmontonians.	45,900
12	Community Strategies and Development	Department Consulting Synergies	Reduce management consulting services from the Communities Investment section due to inter departmental synergies with specialized strategic teams.	50,000
13	Community Strategies and Development	Printer Behavioural Changes	Promote the use of black and white printing over colour through an operational and behavioural change program. This will reduce printing costs.	10,000
14	Facility and Landscape Infrastructure	Building Re-commissioning	Identify high utility use buildings and recommission the mechanical and electrical components within these facilities. This will reduce energy consumption, improve operating efficiencies and decrease maintenance costs.	80,000
15	Facility and Landscape Infrastructure	Building Maintenance Efficiencies	Reduce scheduled preventative maintenance work and repairs while balancing the need to manage timely end-of-life replacement of building system components.	245,000
16	Facility and Landscape Infrastructure	Natural Gas Contract Reduction	Negotiate a new natural gas contract in 2016. Savings will be due to a lower cost per gigajoule.	400,000
17	Fire Rescue Services	Fire Safety Fee	Implement a fee to offset costs associated with new Fire Code requirements to review and accept fire safety plans for construction and demolition sites.	100,000
18	Fire Rescue Services	Vacancy Management	Improve efficiency in recruitment and training with a revised Firefighter Personnel Vacancies Management Model. New recruit classes will begin when the number of vacancies meets the minimum class size. This "just-in-time" model will reduce costs in implementing the recruitment program.	718,000

# Budget Building Blocks

## Positive Change Recommendations

### Recoverable Recommendations for Council, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Recoverable Recommendation Description	Impact on 2016
19	Neighbourhoods	Parks Servicing and Maintenance	Implement alternative approaches to day-to-day caretaking/servicing duties, improve internal coordination between functional teams and other departments (e.g., spring cleaning coordination with Transportation), and review and adjust resource and service work plans at various sites to reflect operational effectiveness.	110,000
20	Neighbourhoods	Efficiencies in Printed Materials	Advancements in digital/mobile technology have allowed the elimination of some printed materials and the adoption of more environmentally friendly practices..	40,000
21	Neighbourhoods	Maintenance Operating Adjustment	Realize program operating efficiencies and lower costs by forming more effective partnerships.	80,000
22	Human Resources	Online T4s	Provide online T4s, which will save costs on paper, envelopes, printing and employee time.	10,000
23	Fleet Services	Bus Mid-life Refurbishment Strategy	Implement the Bus Mid-life Refurbishment Strategy, which extends the life of buses from 12 to 20 years through engine and body replacements.	540,000
24	Fleet Services	Systematic Review of Muni Fleet to Optimize Lifecycle Management and Investments	Enhance lifecycle management of the snow removal and street sweeper fleets to ensure minimized total cost of ownership (capital and operating) through a combination of new materials, enhanced analysis and innovative processes to optimize lifecycles on specific equipment.	210,400
25	Corporate Procurement and Supply Services	Cost Savings from Office Products/Stationery Products	The City issued an RFP for our Corporate Office Products requirements in 2015. The successful proponent (Staples Canada) included pricing that provided very aggressive discounting compared with previous agreement, resulting in the opportunity to reduce Departmental stationery budgets without impact.	200,000
26	Information Technology	Wireless Data Contract	Implement a new cellular products and services contract.	118,000
27	Information Technology	Enterprise License Rationalization	Reduce the number of Oracle licenses, and purchase a corporate Tableau license.	67,000
28	Financial Services	Investment Management Recoveries	Increase the assets being managed internally. This, along with an overall increase in the total funds under management, is expected to increase the amount of revenues generated within the investment program. This savings is incremental to savings identified in 2015	360,000

# Budget Building Blocks

## Positive Change Recommendations

### Recoverable Recommendations for Council, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Recoverable Recommendation Description	Impact on 2016
29	Financial Services	Finance Transformation	Realign Financial Services resources to enable an increased level of business analytics support to City departments and the Corporation, while improving the branch's accounting oversight and transactional consistency and efficiency. This will result in lower employee turnover rates; lower absenteeism; business process improvement; lower overtime costs; higher productivity; and a more efficient, collaborative work model.	25,000
30	City Manager	Meeting Efficiency	Use Google Hangouts and electronic meeting materials for more meetings. This will reduce costs for meeting hosting, parking and office supplies.	10,000
31	Communications	Consulting	Reduce the number of consultants used to complete projects.	68,000
32	Urban Planning and Environment Branch	In-House Graphic Design	Maintain the in-house creative services unit which allows the City to pursue more projects at a lower cost than outsourcing.	20,000
33	Intergovernmental and External Affairs	Events	Reduce spending on event attraction - bids, hosting and activation.	22,000
34	Real Estate, Housing and Economic Sustainability	Labour Budget Reconciliation	Apply a Labour Discount Rate Adjustment to the budget to account for the lag between positions becoming vacant and recruiting to fill the positions.	152,000
35	Real Estate, Housing and Economic Sustainability	Sales Commission Reconciliation	Reduce the budget set aside for property sales commissions to align with actual spending trends in past years.	152,000
36	Urban Planning and Environment Branch	Project Management Refinement	Implement a project management framework to improve cost projections and planning of expenditure timing on external resources, leading to a reduction in consulting costs.	60,000
37	Urban Planning and Environment Branch	Labour Budget Adjustment	Apply a UPE Labour Discount Rate Adjustment to the budget to account for the lag between positions becoming vacant to when they are filled.	200,000
38	Edmonton Transit	MinBus	Implement MinBus software to optimize the scheduling of buses, which will require 49 fewer buses to maintain current service levels. This will save on capital costs in future years as well as labour and maintenance costs needed to service fewer buses.	335,000
39	Edmonton Transit	Training Budget Efficiencies	The training budget was analyzed and efficiencies were found by using a different method to estimate the cost of providing the same amount of training for operators	736,000

# Budget Building Blocks

## Positive Change Recommendations

### Recoverable Recommendations for Council, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Recoverable Recommendation Description	Impact on 2016
40	Edmonton Transit	Transit Administrative Efficiencies	Reduce Transit Administrative costs for materials, stationery, equipment and other services.	175,000
41	Transportation Operations	LED Streetlight Conversion	Replace a portion of neighbourhood high pressure sodium and metal halide luminaires with more environmentally friendly and cost-effective LED luminaires.	300,000
42	Transportation Operations	Pavement Design and Quality Assurance Testing	Provide pavement design and quality assurance testing related services to regional partners (eg. City of St. Albert and Sturgeon County).	250,000
43	Transportation Operations	Traffic Controller System conversion (Operating Impacts)	Convert to a new traffic controller system that changes connectivity from the central controller (copper based) to the traffic signals in the field (wireless). This will reduce annual telecommunication fees.	100,000
44	Transportation Operations	Direct Materials	Eliminate sand chips for snow pack (but keep for rain/ice conditions). About two-thirds of sanding conditions do not require sand chips.	440,000
45	Transportation Operations	Direct Materials	Reduce yard storage sand salt mix from 4% to 3%.	20,000
46	Transportation Operations	Contract	Send the sand/salt mixing contract to tender or buy a mixer from sand recycling for 60% of the value. Partial funding could come from the aggregate recycling reserve.	200,000
47	Transportation Operations	Contract	Reduced contracted services by discontinuing Centre of Excellence sub contracts and instead carry out direct tendering of two of five contracts.	50,000
48	Transportation Operations	Contract	Reduction to the overhead costs associated with the revised EPCOR Transportation Electrical Services Agreement.	1,000,000
49	Transportation Operations	Community Sandbox Program Cessation	Discontinue the Community Sandbox program, which only reaches half of Edmonton neighbourhoods. This allows Roadway Maintenance employees to focus on road and sidewalk sanding and plowing during snow events.	300,000
50	Transportation Operations	Adopt Provincial Overdimensional Permit System	Adopt the Provincial Overdimensional Permit System, which is estimated to capture an additional 25% of oversized or overweight truck loads using city roadways. The associated permit fees will be used to decrease tax levy needs.	250,000
<b>Recoverable Recommendations for Council</b>				<b>10,098,800</b>

# Budget Building Blocks

## Positive Change Recommendations

### Reallocated Recommendations

The following list provides detail on the reallocated recommendations Administration will be able to achieve in time to impact the 2016 budget. These initiatives demonstrate Administrations ability to identify opportunities to operate more efficiently or effectively and thereby freeing up resources to be reallocated to other priorities. In 2016, Administration has been able to reallocate \$19.8 million as a result of these efficiencies. This work will continue into the coming years and further reallocated amounts will be identified in the 2017 and 2018 budget updates to Council.

#	Sponsoring Branch	Continuous Improvement Initiative	Reallocated Recommendation Description	Impact on 2016
51	Community and Recreation Facilities	Efficiencies at Muttart Conservatory	Maintain efficiency gained at the Muttart Conservatory by using ebb and flow tables for watering and expanding the greenhouse growing space. This allows employees to shift their time to the expanding Civic Events Beautification Program.	90,000
52	Community and Recreation Facilities	Streamlined Recruitment and Retention	Adopt a centralized lifeguard recruitment, on-boarding and staff training centre model to ensure consistency across facilities. This will enable the facility foreman to focus on the pool deck without increasing staff.	90,000
53	Community and Recreation Facilities	Volunteer Programs	Leverage the work of volunteers to allow additional projects and services to be delivered to Edmontonians. This includes volunteer work being done at Fort Edmonton Park, Edmonton Valley Zoo, Muttart Conservatory and other recreation facilities.	1,757,500
54	Community Standards	Animal Medical Care Enhancement	Improve animal medical care, through the reallocation of budget, to allow for a higher level of treatment and care of strays (e.g., dental care, surgical care, spay and neuter and socialization). This increases animal adoptions and, therefore, reduces costs associated with staff, sheltering and euthanization.	55,000
55	Community Standards	Dedicated Parking Enforcement Dispatch	Reallocate funds to pilot a dedicated parking dispatch. This allows for the efficient and effective routing of roving parking patrol officers in response to citizen complaints and removes these lower priority calls from the Edmonton Police Service dispatch.	90,000
56	Community Standards	Enforcement Staff Deployment	Enable Municipal Enforcement Officers to form smaller, specialized work units that focus on root-cause problem analysis and allow employees to work closely with the community to encourage lasting behavioural change. This will manage response times, target chronic offenders and optimize compliance efforts for new enforcement initiatives.	140,000

# Budget Building Blocks

## Positive Change Recommendations

### Reallocated Recommendations, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Reallocated Recommendation Description	Impact on 2016
57	Community Standards	Retail Commercial Property- Nuisance Reduction Initiative	Reallocate funds to reduce the number of chronically dilapidated retail commercial properties causing problems for nearby business and residential communities. Focused compliance and enforcement efforts will help reduce cleanup costs for the City.	100,000
58	Community Standards	Volunteer Programs	Leverage the work of volunteers to allow additional projects and services to be delivered to Edmontonians. This includes volunteer work that supports various Capital City Clean Up programs including Adopt-a-Block, 15-to-Clean, River Valley Cleanup and Graffiti Removal.	304,000
59	Community Strategies and Development	Centralized Departmental Work Intake	Centralize the work intake process for web services and contract work to make task allocation and coordination more efficient.	25,000
60	Community Strategies and Development	Truth and Reconciliation Committee Reallocation	Use unspent operational dollars saved from the responsible administration of the Wicahitowin Society to support the Truth and Reconciliation Commission's Calls to Action.	250,000
61	Community Strategies and Development	Poverty Reallocation	Reallocate employee time and program dollars to the EndPoverty Edmonton initiative. Work from this initiative will positively impact many related initiatives in Edmonton.	200,000
62	Community Strategies and Development	Millwoods Seniors Centre Reallocation	Reallocate funds to support the new Millwoods Seniors & Multicultural Centre, which offers a greater variety of services to a larger, more diverse group of people than the previous centre did.	150,000
63	Community Strategies and Development	Multicultural Relations Director Reallocation	Separate Multicultural Relations from the Aboriginal and Multicultural Relations section and hire a Director of Multicultural Relations using funds from a vacant position. This is a more efficient way to address increasing needs from multicultural groups.	150,000
64	Community Strategies and Development	Volunteer Programs	Leverage the work of volunteers to allow additional projects and services to be delivered to Edmontonians. This includes volunteer work being done with Communities of Interest, Salute to Excellence, NextGen and Youth Council.	477,000
65	Facility and Landscape Infrastructure	Energy Management	Work with the City's new electricity service provider to implement the contract's value-added services that support City energy conservation programs.	500,000

# Budget Building Blocks

## Positive Change Recommendations

### Reallocated Recommendations, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Reallocated Recommendation Description	Impact on 2016
66	Fire Rescue Services	Practical Training Facility Conversion	Convert the Fire Rescue practical training tower from a wood burning facility to liquid petroleum. This increases opportunities for firefighters to train in live fire scenarios, reduces air and water contamination, improves the health and safety of firefighters while training, and reduces setup and cleanup time.	19,000
67	Fire Rescue Services	Repurposing of Air Monitoring Unit	Replace the Air Monitoring Unit truck with HazMat Area Ray Detectors, which are more accurate and safer, and repurpose the Air Monitoring Unit into a technical rescue backup unit. This saves costs on training and calibration maintenance.	60,000
68	Fire Rescue Services	Trial of Sprinter Unit	Use a smaller sized Sprinter Unit, rather than the larger Air Salvage Unit, for daily delivery of fire station supplies. This reduces fuel and preventative maintenance costs.	47,000
69	Fire Rescue Services	Equipment Inventory Control	Introduce an electronic reporting and tracking system to report lost and/or damaged equipment. Moving from a paper-based system saves time and money.	10,000
70	Fire Rescue Services	Uniform and Clothing Inventory Control	Distribute uniforms and clothing on a monthly basis rather than annual to increase efficiencies in inventory control. Have employees pick up their own orders instead of arranging for delivery to stations.	5,000
71	Neighbourhoods	Naturalization and Turf Inventory Reduction	Reduce the impacts of continued urban growth on the turf program by increasing naturalization, tree planting opportunities and community gardens, where appropriate.	200,000
72	Neighbourhoods	Alternative and Integrated City-wide Horticulture Approaches	Use more efficient practices for greening, horticulture and beautification. These practices may include replacing annual flowers with perennials, expanding the use of flower pots, increasing the use of indigenous flower plants, and strategic placement of flowers.	150,000
73	Neighbourhoods	Play Space Inspections and Minor Servicing	Change play space inspection cycles from 11-day cycles to 14-day cycles. This will reduce the total number of cycles without affecting play space maintenance standards, which will be above or in line with Canadian standards.	35,000
74	Neighbourhoods	Volunteer Programs	Leverage the work of volunteers to allow additional projects and services to be delivered to Edmontonians. This includes volunteer work being done with Leaders in Training, Root for Trees and Front Yards in Bloom.	769,500



# Budget Building Blocks

## Positive Change Recommendations

### Reallocated Recommendations, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Reallocated Recommendation Description	Impact on 2016
75	Human Resources	Modernized Recruitment Process	Modernize the City's recruitment processes by automating and/or eliminating manual processes; eliminating paper forms and files; creating standardized templates for job postings, offer letters and interview guides; and implementing new services for security checks and candidate references. This will reduce the impact on hiring managers' time.	1,000,000
76	Office of the City Clerk	Online Civic Census	Conduct a paperless 2016 census using tablet devices for door-to-door census collection and by offering the online option introduced in 2014.	200,000
77	Office of the City Clerk	Tribunals Technology	Launch online training and citizen self-assessment appeal tools for Tribunals and optimize meeting room technology to provide interactive paperless agendas and materials.	40,000
78	Office of the City Clerk	Paperless Council Agenda	Reduce reliance on paper in governance processes by modernizing and optimizing technology and processes.	40,000
79	Office of the City Clerk	E-Recruitment for Boards and Committees	Transition from a paper-based system to an electronic application for board and committee recruitment. This will save costs on paper, binders, printing and employee time.	30,000
80	Information Technology	Desktop Collaboration	Implement Google Hangouts, Google Chromebooks and staff self-service information technology procurement, and continue to harvest savings resulting from Voice over IP (VoIP) services. Ensure WiFi networks support the continued use of Hangouts and other collaboration tools. This will save on travel time, device purchases and services and employee response time.	1,370,000
81	Corporate Strategic Planning	Business Process Champions (SAP Super User Program)	Implement a community of Business Process Champions (SAP super users) throughout the corporation. This will result in increased training and knowledge for SAP users, improved efficiency in SAP usage, reduced error rates and lower transaction costs.	90,000
82	Assessment and Taxation	Decrease Cost/Folio	Introduce process improvements within the Assessment and Taxation branch, including training, clear procedures, performance measures and technology. This will allow the branch to manage the annual growth in assessment parcels without the need to add new employee positions.	435,000

# Budget Building Blocks

## Positive Change Recommendations

### Reallocated Recommendations, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Reallocated Recommendation Description	Impact on 2016
83	Financial Services	Finance Transformation	Realign Financial Services resources to enable an increased level of business analytics support to City departments and the Corporation, while improving the branch's accounting oversight and transactional consistency and efficiency. This will result in lower employee turnover rates; lower absenteeism; business process improvement; lower overtime costs; higher productivity; and a more efficient, collaborative work model.	10,000
84	Utilities - Drainage Services	SAP Mobility Solution	Implement electronic work orders in conjunction with SAP timesheet reporting and management. This reduces driving time and decreases data entry, allowing administrative employees to focus on other areas.	650,000
85	Utilities - Drainage Services	In-house Tunnel Boring Machine(TBM) Refurbishment	Refurbish specialized tunnel boring machines at the City's new Edmiston facility rather than returning it to the manufacturer. This saves both time and money.	570,000
86	Utilities - Drainage Services	Managing Engineering Drawings Review	Implement a review system that will allow Drainage Services to switch from paper-based engineering drawing reviews to a digital process. This initiative will improve workflow processes, decrease duplication of work, and enhance document management.	320,000
87	Utilities - Waste Management Services	Vehicle Life Cycle Management	Assume end of life-cycle asset management responsibilities to maximize input costs. Waste Management Utility will assess vehicles throughout their life cycle for refurbishment, seeking to extend asset life and lower total capital costs.	225,000
88	Utilities - Waste Management Services	In-House Equipment Mechanics	Train Waste Management Utility mechanics to service specialized equipment used in the wood chipping and composting process. In-house resources can service equipment more quickly, reduce costs and improve productivity.	200,000
89	Utilities - Waste Management Services	Nutrigold In-house Management	Transition the Nutri-Gold program from contracting to in-house management.	60,000
90	Current Planning	Third Party Verification of Compliance (VOC)	Implement a program that will allow builders and contractors to provide verification that footing and foundation and plumbing stack work complies with safety code requirements. Each accepted compliance report reduces the need for City employees to conduct on-site inspections while having no tax levy impact.	70,000

# Budget Building Blocks

## Positive Change Recommendations

### Reallocated Recommendations, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Reallocated Recommendation Description	Impact on 2016
91	Current Planning	Two Year's Taxi Driver's Licence	Increase the taxi and limousine drivers' licensing term from one year to two years. This will reduce employee time and costs needed to administer the program while having no tax levy impact.	43,000
92	Real Estate, Housing and Economic Sustainability	Discontinue Creation of Annual Business Plan Production	Stop production of an annual business plan because 3-year plans are now required. This will save costs on printing, writing, design, photography and employee time.	13,000
93	Urban Planning and Environment Branch	Shared Park Development Program - Circulation & Project Tracking	Automate the review and tracking process for the Shared Park Development Program. This will reduce employee time and costs needed to administer the program.	26,000
94	Urban Planning and Environment Branch	External Grant Management (Alberta Eco-Trust)	Transfer Community Sustainability Engagement grant management to the Alberta Eco-Trust. This will reduce employee time and costs needed to administer the program.	7,000
95	Edmonton Transit	MinBus	Implement MinBus software to optimize the scheduling of buses, which will require 49 fewer buses to maintain current service levels. This will save on capital costs in future years as well as labour and maintenance costs needed to service fewer buses.	307,000
96	Edmonton Transit	Smart Bus (Operating Impacts)	Implement Smart Bus technology, which will reduce fuel and bus maintenance costs. The improved rider experience should also increase fare revenue.	400,000
97	Edmonton Transit	2015/ 2016 Bus Service Reallocation	Savings from annual review of adjusting bus service from low performing routes to higher performing routes.	750,000
98	Transportation Operations	Parking Control Technology	Implement pay-by-plate technology which uses automated enforcement. It offers a variety of payment options and information on real time off-street parking availability, on-street stall utilization trends and directional parking guidance. Revenues will offset capital costs associated with the parking technology upgrade and contribute towards the arena funding model.	833,000
99	Transportation Operations	Uncollected Fine Revenue (OTS)	Hire a collection agency to collect out-of-province automated enforcement ticket fines which have not been paid. Revenues collected will be assigned to the Traffic Safety and Automated Enforcement Reserve.	1,500,000

# Budget Building Blocks

## Positive Change Recommendations

### Reallocated Recommendations, continued

#	Sponsoring Branch	Continuous Improvement Initiative	Reallocated Recommendation Description	Impact on 2016
100	Edmonton Police Service	Various	Streamline processes (e.g., dispatching tow trucks) that will free up dispatchers and officers to address other calls for service. Reinvest funds from revenue adjustments and lower priority programs into high priority positions and programs throughout the service.	4,000,000
101	Edmonton Public Library	Building Maintenance	Insource small on-demand building maintenance and repairs, which will create funding for two maintenance positions and save on future maintenance costs.	128,000
102	Edmonton Public Library	Lease Fit-up and Wayfinding	Reduce EPL signage and wayfinding expenditures as well as eliminate one-time fit-up expenditures for an eplGO store front location.	504,000
103	Edmonton Public Library	Expenditure Review	Reduce utilities, insurance, telephone, fleet and financial systems costs as a result of a review of planned future expenditures.	172,000
104	Edmonton Public Library	Lease Cost Savings	Save on leasing costs for new Mill Woods Library.	74,000
105	Edmonton Public Library	Library Staffing	Reallocate a library services position to EPL's City of Learners initiative.	70,000
106	Edmonton Public Library	Library Guide	Eliminate the paper library guide and promote the online e-version.	23,000
<b>Recommendations Reallocated</b>				<b>19,834,000</b>
<b>Recoverable Recommendations for Council</b>				<b>10,098,800</b>
<b>Total Recommendations</b>				<b>29,932,800</b>

# Budget in Brief

## Approved 2016-2018 Budget—Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Taxation Revenue	1,109,102	1,228,737	1,335,088	1,426,528	1,501,041	1,601,738
User Fees, Fines, Permits, etc.	410,532	456,558	468,577	487,526	496,608	500,113
EPCOR Dividends	141,021	141,021	141,021	141,021	141,021	141,021
Franchise Fees	135,164	142,122	148,520	154,208	159,399	165,445
Grants	112,581	110,719	128,205	103,657	98,434	96,942
Investment Earnings & Dividends for Capital Financing	65,059	76,047	60,567	70,747	67,324	70,883
Other Revenues	35,405	38,668	58,115	52,573	68,543	64,494
Transfers from Reserves*	34,506	27,109	92,323	84,011	57,900	69,067
<b>Total Revenue &amp; Transfers</b>	<b>2,043,370</b>	<b>2,220,981</b>	<b>2,432,416</b>	<b>2,520,271</b>	<b>2,590,270</b>	<b>2,709,703</b>
<b>Net Expenditure &amp; Transfers</b>						
Personnel	1,133,592	1,192,921	1,365,829	1,429,948	1,494,566	1,545,856
Materials, Goods & Supplies	115,759	122,840	194,193	201,486	209,386	214,775
External Services	217,706	240,185	229,571	248,126	254,368	259,108
Fleet Services	150,300	149,923	147,067	149,930	154,635	156,244
Intra-municipal Services	69,274	79,511	73,055	82,830	84,833	84,125
Utilities & Other Charges	478,477	540,091	723,080	734,117	724,836	782,994
Transfer to Reserves	65,990	86,232	60,872	61,714	66,188	69,767
Intra-municipal Recoveries	(187,728)	(190,722)	(361,251)	(387,880)	(398,542)	(403,166)
<b>Total Net Expenditure &amp; Transfers</b>	<b>2,043,370</b>	<b>2,220,981</b>	<b>2,432,416</b>	<b>2,520,271</b>	<b>2,590,270</b>	<b>2,709,703</b>
<b>Total Net Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>FTEs</b>						
<b>Boards &amp; Commissions</b>						
Economic Development Corporation	262.0	295.0	299.0	314.0	326.0	326.0
Police Service	2,294.5	2,321.0	2,426.6	2,522.1	2,552.1	2,578.1
Public Library	455.1	480.2	510.5	516.6	517.4	520.7
Other Boards & Commissions	56.0	57.0	57.0	57.0	57.0	57.0
<b>Civic Departments</b>						
Community Services	3,244.4	3,417.3	3,619.3	3,743.5	3,818.8	3,896.6
Corporate Services	1,771.6	1,780.6	1,820.1	1,832.7	1,836.7	1,837.7
Financial Services & Utilities	465.5	457.5	457.5	457.5	457.5	457.5
Mayor & Councillor Offices	45.0	49.0	50.0	50.0	50.0	50.0
Office of the City Auditor	14.0	14.0	14.0	16.0	16.0	16.0
Office of the City Manager	86.4	97.8	100.1	101.1	101.1	101.1
Sustainable Development	562.5	582.5	640.0	668.0	684.5	697.5
Transportation Services	3,398.4	3,435.9	3,524.2	3,559.7	3,578.2	3,593.2
<b>Total FTEs</b>	<b>12,655.4</b>	<b>12,987.8</b>	<b>13,518.3</b>	<b>13,838.2</b>	<b>13,995.3</b>	<b>14,131.4</b>

\* Transfers from Reserves includes 2015 One-time Items and Land Enterprise Dividend.

# Budget in Brief

## Approved Property Tax Increase

The following table provides a high level summary of the changes in revenue and expenditures and shows the related impact on the approved tax increase.

Assessment growth tax revenue reflects an increase to the taxable assessment base. As the City grows and more properties are developed, there is real growth in property assessment that helps to pay for costs associated with that growth.

2016 - 2018 Approved Budget Incremental Changes						
	2016		2017		2018	
	(000s)	Tax Impact	(000s)	Tax Impact	(000s)	Tax Impact
<b>Revenue Changes</b>						
Rate Changes	11,623	0.8	5,313	0.4	3,728	0.2
Franchise Fees	5,668	0.4	5,191	0.3	6,046	0.4
Volume Changes	4,576	0.3	413	0.0	1,192	0.1
Other	3,622	0.3	(3,375)	(0.2)	(5,193)	(0.3)
Transfer from Reserve	2,376	0.2	(358)	(0.0)	(434)	(0.0)
	<b>27,865</b>	<b>2.0</b>	<b>7,184</b>	<b>0.5</b>	<b>5,339</b>	<b>0.4</b>
<b>Expenditure Changes</b>						
Personnel Costs	43,130	3.1	47,784	3.2	53,872	3.4
Inflation	14,684	1.1	23,791	1.6	(3,624)	(0.2)
Transfer to Reserve	11,869	0.9	287	0.0	706	0.0
Other	2,451	0.2	(5,468)	(0.3)	2,368	0.1
Capital Project Financing	(1,295)	(0.1)	(24,760)	(1.7)	(9,784)	(0.6)
2% and Innovation	(10,100)	(0.7)	(10,000)	(0.7)	(10,000)	(0.6)
	<b>60,739</b>	<b>4.5</b>	<b>31,634</b>	<b>2.1</b>	<b>33,538</b>	<b>2.1</b>
<b>Total Base Budget Change</b>	<b>32,874</b>	<b>2.5</b>	<b>24,450</b>	<b>1.6</b>	<b>28,199</b>	<b>1.7</b>
<u>Impact of Previous Council Decisions:</u>						
Impact of Capital (Net)	13,578	0.9	11,381	0.8	16,438	1.1
Debt Financing	10,535	0.8	18,770	1.3	16,740	1.1
Annualization (Net)	4,725	0.3	202	0.0	336	0.0
	<b>28,838</b>	<b>2.0</b>	<b>30,353</b>	<b>2.1</b>	<b>33,514</b>	<b>2.2</b>
<b>Assessment Growth</b>	<b>38,702</b>	<b>2.8</b>	<b>24,720</b>	<b>1.7</b>	<b>25,798</b>	<b>1.6</b>
<b>Total to Maintain</b>	<b>23,010</b>	<b>1.7</b>	<b>30,083</b>	<b>2.0</b>	<b>35,915</b>	<b>2.3</b>
<b>Growth/New Service Packages</b>	<b>12,823</b>	<b>0.9</b>	<b>8,212</b>	<b>0.6</b>	<b>4,795</b>	<b>0.3</b>
<b>Neighbourhood Renewal Program</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>21,890</b>	<b>1.4</b>
<b>Valley Line LRT</b>	<b>10,700</b>	<b>0.8</b>	<b>11,500</b>	<b>0.8</b>	<b>12,300</b>	<b>0.8</b>
<b>Total Tax Supported Operations</b>	<b>46,533</b>	<b>3.4</b>	<b>49,795</b>	<b>3.4</b>	<b>74,900</b>	<b>4.8</b>

# Budget in Brief

---

## 2016 – 2018 Operating Budget

### Budgeting for Results

The City aims to strike a balance of affordable taxes for property owners and reasonable user fees, while achieving program results and maintaining priority services for the general public. Edmontonians provide valuable input on operational priorities using a variety of channels, including comments through the city's online reporting tools, calls to 311, public consultation on specific programs, direct contact with the Mayor and Councillors throughout the year, and through the budget public hearing.

### Budget Development

On June 23, Administration updated City Council on the forecast for the 2016-2018 Budget. The projected cost increases related to impacts of previous Council decisions including new infrastructure that will come into operation between 2016-2018 were identified. Other projected increases to maintain service levels were identified for personnel, fleet, and non-personnel inflation. Revenue increases were identified for increased assessment and both volume and rate increases for user fees. The proposed tax levy increase at that time was estimated to be approximately 6% for each of the three years. Administration also provided Council with an update to the Budget Principles and an amendment was approved that any future year annualization costs be recognized in the third year and any funds approved and not required until the following year, will be available to fund one-time initiatives.

Since then, Administration has continued to refine the forecast into a full multi-year budget. In the development of this budget, all department submissions were reviewed for appropriate justification of change. Inflationary increases were limited to those services with supported increased supplier costs. Administration also evaluated opportunities for additional revenue and productivity enhancements, and where appropriate adjustments related to these have been included in the 2016-2018 proposed budget. As a result of these efforts, the proposed budget increase is approximately 1% lower in each of the three years than the spring forecast.

### Budget Highlights

The 2016-2018 budget is shaped by a period of slowing growth in Alberta but also a need to operationalize investments from previous periods of growth.

The 2016-2018 Budget includes inflationary rate increases for transit fares and admission to recreation facilities for all three years; however, overall revenue is budgeted to flatten for volume and rates over 2017-2018. Due to strong housing starts in the first half of 2015, real assessment growth revenues for 2016 are expected to remain positive. As the expected slowing of the economy and the resulting reduction in new construction begin to take effect in 2017-2018, the real assessment growth will also moderate, resulting in less new revenue available in the 2017-2018 budgets. These assessment growth estimates will need to be monitored as the years unfold, with any impacts to the budget identified. Depending on the magnitude, there may be a need for future budget adjustments.

Personnel costs account for approximately 57% of the operating expenditures of the City. Personnel cost increases included in the 2016-2018 budget are: for new personnel related to growth associated with operating new facilities and infrastructure; to cover existing and potential contract settlements; to advance staff hired at less than the job rate toward that rate; and for benefit cost increases. In addition to personnel costs, the approved budget covers operating costs such as: fuel to power vehicles and equipment; road materials to fix potholes; and electricity and natural gas to light and heat buildings. Total base budget expenditure changes net of base budget revenue changes are expected to be well within the range of the consumer price index and the municipal price index.

# Budget in Brief

---

## 2016 – 2018 Operating Budget

Even in the environment of a slowing economy the City has to deal with the financial impacts of rapid expansion over the last several years. This is reflected in the increases to the budgets in all three years for the impact of capital. Through the 2015-2018 Capital budget the construction of fire halls and other City facilities was approved. In order to bring these facilities into service they need to be resourced through the operating budget. Some of the projects approved through the capital budget require debt financing which is reflected in the 2016-2018 operating budget and which is consistent with the City's debt management fiscal policy.

As part of the Operating Budget approval, City Council made the decision to suspend increases to the dedicated tax levy for the Neighbourhood Renewal Program for 2016 and 2017. A multi-year dedicated tax increase of 0.8% was approved for the Valley Line LRT to support the construction and future operation of the new Valley Line.

Administration has included a small number of service packages to reflect previous commitments. Departments have also reprioritized within their base budgets to fund initiatives that will continue to move forward with achieving Council's vision. Examples of this include:

- Advancing the recommendations of the ELEVATE report,
- Completing the Facility Renewal Strategy,
- Continuing to partner with groups to advance the existing Aboriginal initiative, and
- Funding the Downtown Edmonton Pedway Network Wayfinding Concept Plan.

The approved budget includes a 3.4% tax increase for 2017 & 2018 and 4.8% in 2019. The impact of these increases on a typical Edmonton homeowner with an assessed home value of \$408,000 is an additional \$77 per year in 2016, \$79 in 2017 and \$116 in 2018. Administration believes the approved 2016-2018 Budget provides a balance between managing expense increases required to continue to fund growth in the City and advancing Council's priorities for Edmontonians while keeping taxes affordable and user fees reasonable.



# Budget in Brief

## Typical Homeowner

### Impact of the approved 2016-2018 municipal tax increases and utility rate increases on a Typical Homeowner (\$408,000 Assessed Value for each year)

	2015 Budget	2016 Budget	Annual Impact	2017 Budget	Annual Impact	2018 Budget	Annual Impact
Municipal Services	\$ 2,081	\$ 2,140	\$ 59	\$ 2,201	\$ 61	\$ 2,276	\$ 75
Neighbourhood Renewal	181	181	-	181	-	203	22
Valley Line LRT	-	18	18	36	18	55	19
Total Property Tax Bill <sup>1</sup>	2,262	2,339	77	2,418	79	2,534	116
Stormwater Drainage <sup>2</sup>	117	123	6	129	6	135	6
Sanitary Drainage (Collection & Transmission) <sup>3</sup>	268	274	6	280	6	286	6
Waste Management <sup>4</sup>	488	516	28	542	26	572	30
Total Utility Bill	873	913	40	951	38	993	42
<b>Total Municipal Services</b>	<b>\$ 3,135</b>	<b>\$ 3,252</b>	<b>\$ 117</b>	<b>\$ 3,369</b>	<b>\$ 117</b>	<b>\$ 3,527</b>	<b>\$ 158</b>

<sup>1</sup> The Municipal Services increase is based on a approved tax increase of 2.6% in 2016, 2017 and 2018. The Neighbourhood Renewal increase is based on a dedicated tax increase of 1.4% in 2018. The Valley Line LRT is based on a dedicated tax increase of 0.8% in each year from 2016 to 2018. Total Property Tax Bill is based on a home assessed at \$408,000.

<sup>2</sup> For 2016 to 2018, the Approved Stormwater Drainage Utility Fee is based on an average residential lot size of 552 m<sup>2</sup>.

<sup>3</sup> For 2016 to 2018, the Approved Sanitary Drainage (Collection & Transmission) Utility Fee is based upon an annual water consumption of 184.8 m<sup>3</sup>.

<sup>4</sup> For 2016 to 2018, the Approved Waste Management Utility Fee is based on a single family residential charge of \$43.00 per month in 2016, \$45.16 per month in 2017, and \$47.72 per month in 2018.

### Impact of the approved 2016-2018 municipal tax increase per \$100,000 of assessment value, residential

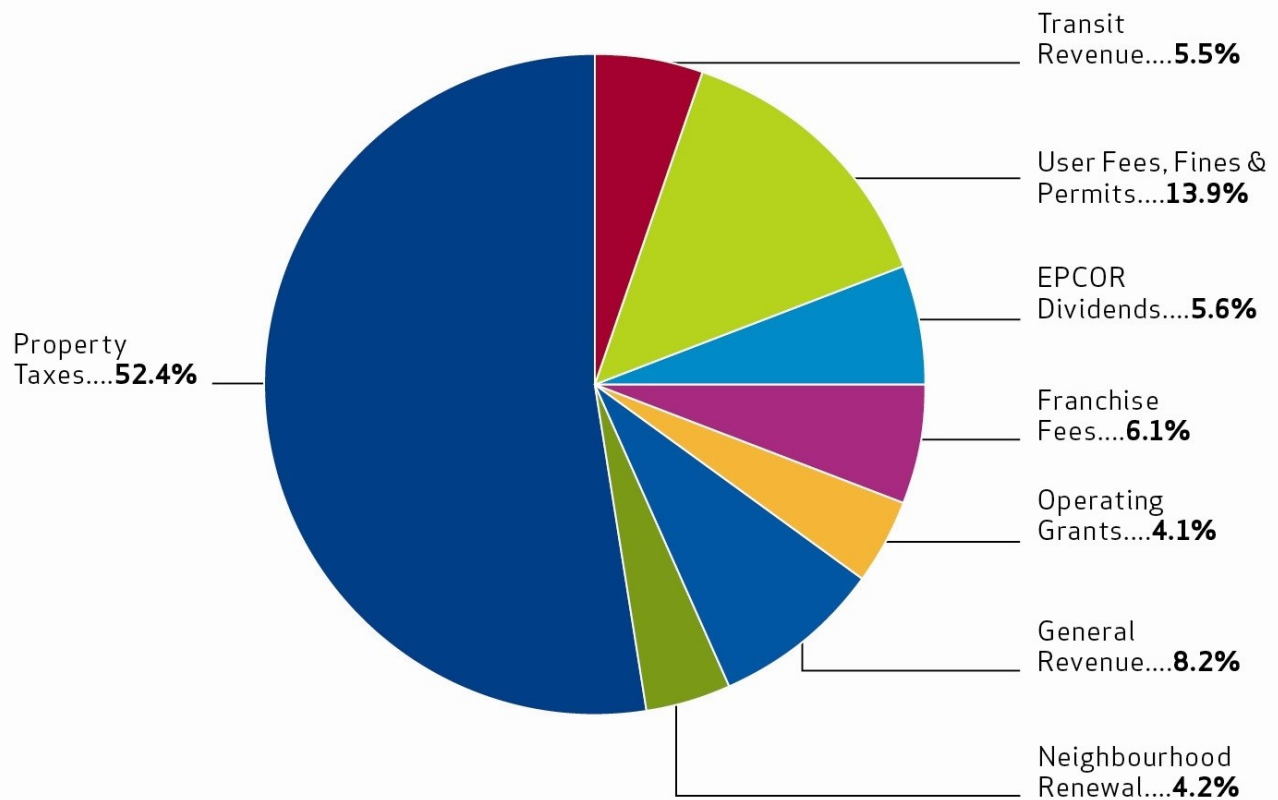
	2015 Budget	2016 Budget	Annual Impact	2017 Budget	Annual Impact	2018 Budget	Annual Impact
Municipal Services	\$ 510	\$ 525	\$ 15	\$ 540	\$ 15	\$ 558	\$ 18
Neighbourhood Renewal	44	44	-	44	-	50	6
Valley Line LRT	-	4	4	9	5	13	4
<b>Per \$100k of assessment value, residential</b>	<b>\$ 554</b>	<b>\$ 573</b>	<b>\$ 19</b>	<b>\$ 593</b>	<b>\$ 20</b>	<b>\$ 621</b>	<b>\$ 28</b>

# Budget in Brief

## Where the Money Comes From

Taxes collected from residential and commercial properties make up 52.4% of the total revenue needed for the operating budget, which includes the amount for Valley Line LRT. In addition, there is 4.2% collected from properties for Neighbourhood Renewal. Through Council approval of the budget, the amount required from property taxes is determined. Each homeowner pays a share of the total tax required based on the value of his or her home, relative to all other homes; as does each business. At 13.9% of the total revenue, user fees form the next significant portion of revenue collected by the City. This revenue is generated primarily from permits, transit fares and fees collected for the use of recreation facilities. The percentages shown in the chart below reflect the 2016 approved budget and similar percentages would result from the 2017 and 2018 approved budgets.

### WHERE THE MONEY COMES FROM<sup>1</sup>



#### NOTE

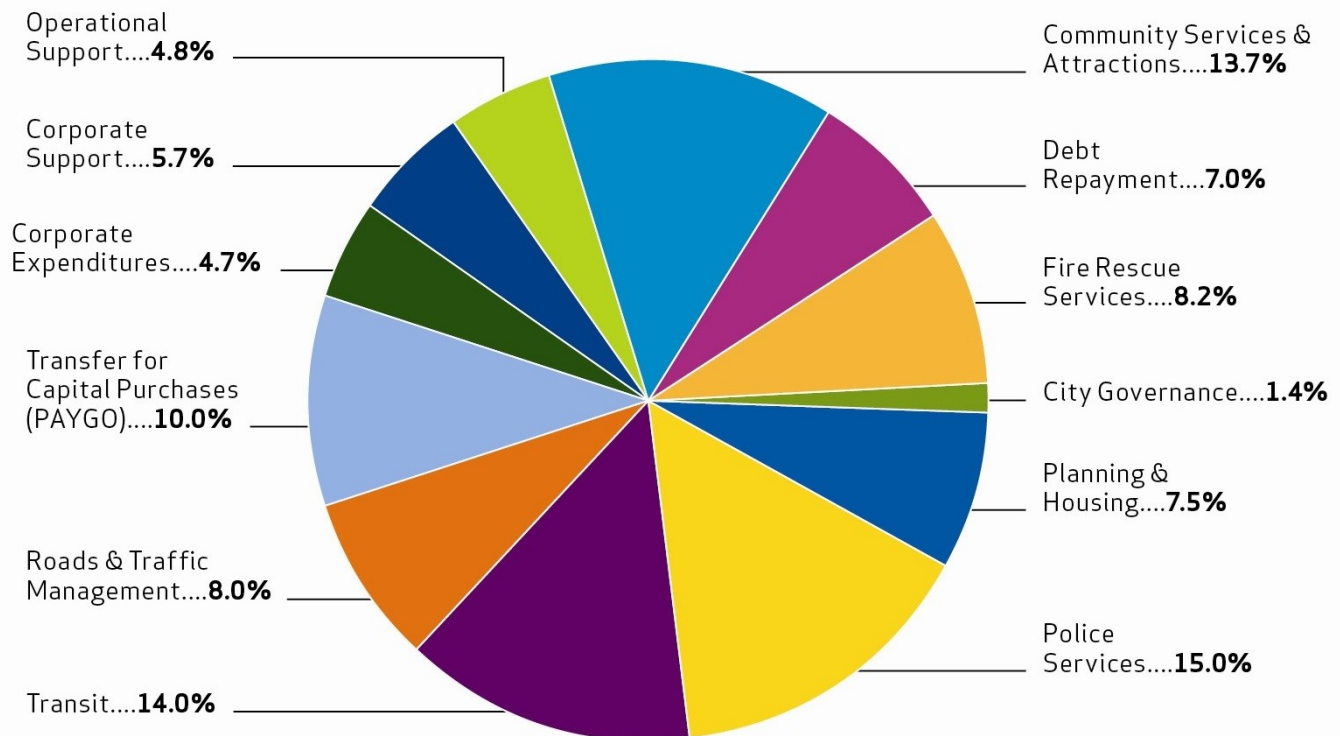
<sup>1</sup> Revenues and expenditures associated with operating City utilities are not included in the charts.

# Budget in Brief

## Where the Money is Spent

The total tax-supported expenditures for the major categories are shown in the chart below. The portion of the City's budget that is spent on providing police, transit, community services & attractions is 43%. The percentages shown in the chart below reflect the expenditure amounts from the approved 2016 budget.

### WHERE THE MONEY IS SPENT<sup>1</sup>



**NOTE**

<sup>1</sup> Revenues and expenditures associated with operating City utilities are not included in the charts.

# Budget in Brief

## Monthly Average Household Spending

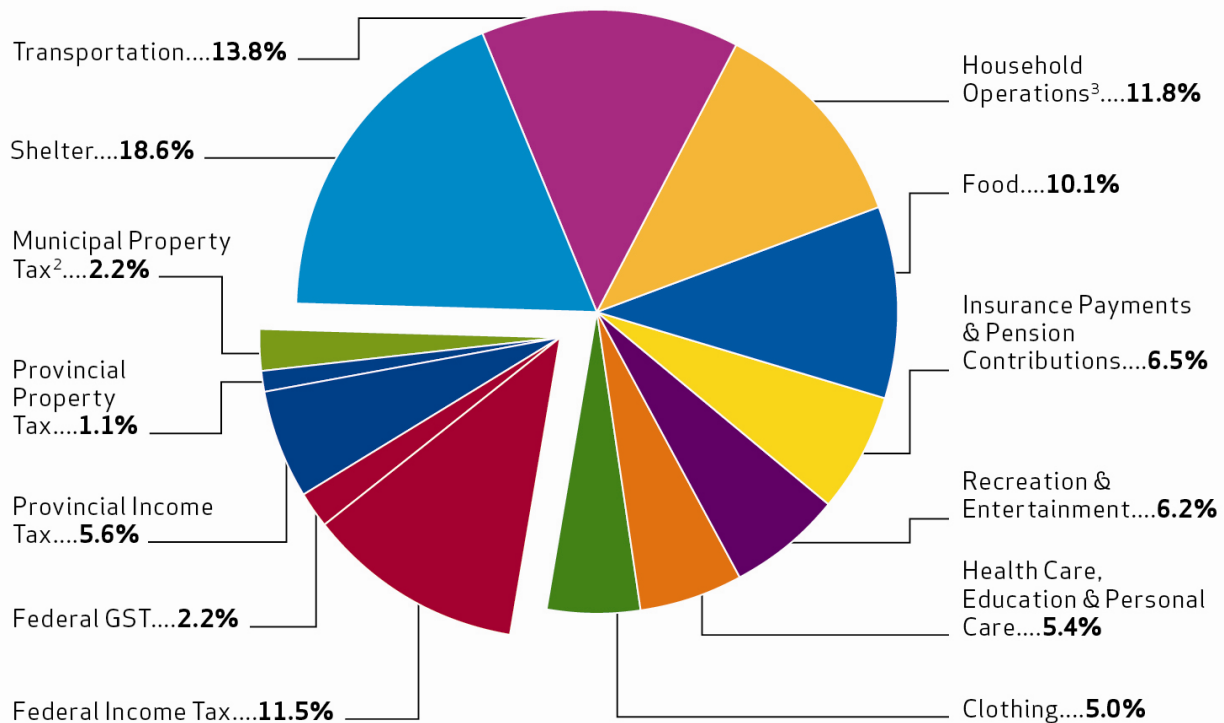
According to Statistics Canada's most recent Survey of Household Spending (2013), the average Edmonton household paid approximately \$19,600 in taxes to all orders of government (income tax, education tax, sales tax and property tax). Of this amount, 90.2% accrued to the Federal and Provincial Governments (60.9% and 29.3%, respectively) while the City's total tax share equated to 9.8%.

Income taxes for Provincial and Federal Governments automatically increase with a rise in income; while property taxes paid to the City do not automatically increase with a rise in assessment. In addition, both the Provincial and Federal Governments levy a variety of consumption taxes that generate significant revenue.

Edmonton households receive exceptional value for their municipal property taxes. This payment delivers services and amenities such as police, transit, parks, sports fields, community recreation centres, libraries, fire protection, roads, and much more.

Monthly household expenses include all of the basic expenses to live and enjoy life in the City of Edmonton. For an average Edmonton household in 2013, monthly spending was approximately \$7,200, and included items such as shelter, food, transportation, insurance, health care, and entertainment. Municipal tax accounted for only 2.2% of a typical household's monthly expense.

### MONTHLY AVERAGE HOUSEHOLD SPENDING<sup>1</sup>



#### NOTES

1 Statistics Canada Survey of Household Spending, 2013

2 2013 Municipal Property Taxes are based on a typical Edmonton house at that time, assessed at \$364,000 in 2013

3 Household Operations include household furnishings & equipment, cell phone, telephone, internet, pet expenses, paper & plastic supplies, household & garden supplies, gifts of money & charitable contributions

# Budget in Brief

---

## Budget Principles

In developing the approved 2016-2018 budget, Administration did adhere to the following budget principles:

- a) The Operating Budget presented to Council in November will be based on the strategy set by Council in June and will outline any impacts on services needed in order to meet that strategic direction.
- b) On-going revenue may fund on-going or one-time expenditures whereas one-time revenue may only fund onetime expenditures.
- c) Capital budgets submitted for approval will include details of the future financial requirements based on the full life cycle costs including operations.
- d) All mid-year operating and capital budget, requests including requests for personnel, require a source of funding and should be considered in light of other corporate priorities.
- e) All service packages, including those of Boards and Commissions, must include the budget requirement of revenue and expenditures for only the amount required for each year except in year 3, where the full year requirement identified, and any funds approved and not required until the following year, will be available to fund one-time initiatives.
- f) Budgets will include program outcomes, results, service levels and business drivers to support Council decision making, which will move the City towards results based budget.

# Impacts of a Growing City

## 2015-2018 Capital Budget

Municipal infrastructure is the backbone of our everyday life. It is how we get from home to the workplace, where we go for recreation, how we dispose of waste, how we care for our books and heritage treasures, how we position police and fire rescue around the city to protect us day and night. Public infrastructure is essential to all residents and businesses in the city of Edmonton and critical to the competitiveness of our economy, the quality of life citizens enjoy, and the delivery of public services.

Infrastructure is expensive to build or buy, renew or replace; therefore, getting the most value out of every dollar spent on infrastructure is vital. The City invests in new infrastructure to meet the needs of a growing population and economy, and repairs existing infrastructure to maintain the standards Edmontonians expect.

The ability to build and maintain infrastructure assets ensures Edmonton can provide services and remain an attractive and cost-effective place to live and do business. As the City implements the 2015-2018 capital budget, it does so on the heels of record levels of spending witnessed over the previous two capital cycles. This has placed Edmonton on a solid foundation in terms of addressing key growth and renewal priorities.

Between 2004 and 2014, the City has invested \$9.3 billion in infrastructure. This unprecedented level of spending touches every corner of the city – from bridge construction to public transit, neighbourhood revitalization to libraries, fire and police protection to parks and recreation and waste management – and benefits all Edmontonians.

The foundation of the 2015-2018 Capital Budget was the 2015-2024 Capital Investment Agenda (CIA). The CIA provides a high level overview of the City's capital investment requirements over the next ten years and supports the strategic direction of Council in the Way Ahead.

The 2015-2018 Capital Budget was approved in December 11, 2014 with \$4.49 billion in capital spending in the next four years, of which \$1.60 billion had been approved through previous Council decisions. The approved budget includes a further \$1.76 billion that will be spent to continue work beyond 2018.

### Original Approved Capital Budget—December 11, 2014

(\$000)	2015-2018 Total	2019 & Beyond Recommended Funding	Overall Total
<b>Renewal</b>	\$1,882,857	\$498,393	\$2,381,250
<b>Growth</b>	\$2,605,626	\$1,263,529	\$3,869,155
<b>TOTAL</b>	<b>\$4,488,483</b>	<b>\$1,761,922</b>	<b>\$6,250,405</b>

# Impacts of a Growing City

---

The 2015-2018 Capital Budget strikes a balance between investments in a growing city and the requirement to keep existing City assets in good repair. 58% of the capital budget is in support of new projects such as light rail transit, libraries, fire stations, as well as further investment to support a vibrant downtown. The remaining 42% provides for the refurbishment of roads, neighbourhoods, parks, city buildings, and transit vehicles. Through the investments outlined in the 2015-2018 Capital Budget, Edmontonians will benefit from both new and well maintained infrastructure to enhance their quality of life.

The City is investing in great neighbourhoods – the building blocks of a great city. Transportation's Neighbourhood Renewal Program (NRP) outlines an effective, long term strategic approach to address Edmonton's neighbourhood infrastructure needs through the renewal and rebuilding of roads, sidewalks and streetlights in existing neighbourhoods. The program balances the rebuild need in some neighbourhoods with a preventative maintenance approach in others.

To advance growth projects in the City, the 2015-2018 budget includes \$981.1 million in tax-supported debt projects. These projects include the Valley Line (\$458.3 million in 2015-2018 and an additional \$299.7 million beyond 2018), the Westwood Transit Garage (\$186.5 million), Blatchford Redevelopment (\$67.9 million), the North West Campus (\$62.5 million) (includes Detainee Management Centre and an Investigation and Management Centre), the Great Neighbourhoods Program (\$60.0 million), a co-located Dispatch and Emergency Operations Centre at the North West Campus (\$54.4 million for 2015-2018 and an additional \$8.4 million in 2019), Milner Library Renewal and Upgrades (\$51.5 million), Walterdale Bridge (\$19.5 million), Whitemud Drive Widening 66 to 34 Street (\$14.6 million) and Coronation Community Recreation Centre (\$5.9 million in 2015-2018 and an additional \$85.4 million beyond 2018).

\$478.9 million of self-supported tax-guaranteed debt growth projects were approved in the 2015-2018 Capital budget. The projects financed by self-supported tax-guaranteed debt include The Quarters District Phase I and Phase II projects (\$47.1 million) and Transit Oriented Development Stadium Station (\$5.0 million) and Downtown Area, the Arena (\$365.1 million) as well as the Capital City Downtown Plan projects (\$61.7 million for 2015-2018 and an additional \$16.5 million for 2019 & beyond), which include Green and Walkable Downtown, Jasper Avenue New Vision, the Warehouse Campus Neighbourhood Park, and 105 Street and 102 Avenue.



# Impacts of a Growing City

---

Supplementary capital budget adjustments are brought forward in the spring and fall as part of a formal process of the four year budget cycle or may occur on an ad-hoc basis if required as one-off Capital Budget adjustments. These adjustments are done for approved capital profiles that are affected by cost escalations/reductions, budget transfers, scope changes or other adjustments and may also include the introduction of new profiles into the 2015-2018 Capital Plan.

The original 2015-2018 Capital budget has been adjusted for carry-forwards of \$639 million from the previous budget cycle and net additions of \$112 million through the 2015 SCBA process or as one-off Capital Budget adjustments. Below is a table of the 2015-2018 Capital budget as adjusted at December 31, 2015.

## **Approved Adjusted Capital Budget—December 31, 2015** (in millions)

2015 Approved	2016 Approved	2017 Approved	2018 Approved	2015-2018 Approved	2019 and Beyond Approved	Overall Total
\$1,703	\$1,289	\$1,171	\$1,076	\$5,239	\$1,762	\$7,001

As part of the 2016—2018 Operating Budget approval, City council made the decision to suspend increases to the dedicated tax levy for the Neighbourhood Renewal Program for 2016 and 2017. Administration will work to find alternative funding sources for this program and present this to City Council in 2016.

## **Impacts of Capital**

The budgeting for operations and capital is separate because they are delivered in different ways – daily operations, compared to long-term projects – and because there are revenue sources available for capital programs that do not apply to operating programs.

The investment in new infrastructure requires corresponding funding for the associated operating costs, which can be as substantive over the useful life of the asset as the initial capital cost. Whether it is increased maintenance and rehabilitation costs for new roads or paying staff at new recreation centres, these costs are on-going and flow directly from the decisions to expand City infrastructure.

In 2016-2018 operating budget, the City is projecting a net requirement for additional annualized operating costs of \$93 million for the infrastructure projects that will be completed and be put into service in 2016-2018. This includes operating costs associated with operating and maintaining parks infrastructure, roadways, Fire Stations as well as debt servicing costs.

# Impacts of a Growing City

## Operating Impacts of Capital and Contributed Assets

The 2016-2018 Approved Operating Budget includes funding of \$13.6 million in 2016, \$11.4 million in 2017 and \$16.4 million in 2018 in order to deal with the operating impacts from capital projects and contributed assets.

The table below provides a summary of all service packages related to operating impacts of capital and contributed assets. Based on previous decisions made by Council, new and renovated facilities and services will begin operations in 2016-2018. Staff will be required to operate and maintain the infrastructure as well as to provide programs to the public. The City will also be taking on responsibility for new infrastructure as a result of assets contributed by developers and growth of the City. The details of the operating impacts of capital and contributed assets service packages are included in the branch sections and can be located using the page references provided in this table.

#	Operating Impacts of Capital	(\$000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
Edmonton Police Service						
1	Northwest Division					
	This package calls for a steady buildup of employees who will operate NW Division now, and transition to the new station in 2018. 13 employees (mostly sworn) will be required in 2016 to augment employees currently assigned to NW; ten more will be required in 2017, and the final 4 will be required in 2018. Also included are two additional police dispatchers to work in the Police Communication Branch (commonly known as 9-1-1) to manage the dispatch (radio) channel for the new Division. Each division has a dispatcher assigned on a 24 x 7 basis. The early opening of NW Division resulted in these positions being required sooner than first planned.	Annualization	-	-	-	539
		New Budget	2,488	1,597	1,378	
		Total	2,488	1,597	1,378	
		Total FTEs	15.0	10.0	4.0	
2	Digital Asset Management Project					
	The Digital Asset Management Project (DAMS) will significantly increase EPS capacity for storing digital records of all kind, including police records, body worn video, surveillance video, and photographs. Over the next three years, five employees will be required to transition materials and records to DAMS and keep it operational on a 24 hour/day basis. Other positions focus on various aspects of security for the EPS. Two security management civilians will oversee the safety and security of EPS employees, facilities and information. To keep up with the growth in EPS facilities, and to maintain several rapidly ageing buildings, two building and facility project officers are required.	Annualization	-	-	-	540
		New Budget	-	687	1,521	
		Total	-	687	1,521	
		Total FTEs	-	5.0	5.0	
Community & Recreation Facilities						
3	Operating Impacts of Capital					
	This package identifies the on-going funding required to operate and maintain the 2016 to 2018 Council approved capital profiles. This funding allows for the operation and maintenance of significant river valley and River Valley Alliance capital projects, impacts for Community Strategies, Community Standards, and the new Borden Outdoor Pool.	Annualization	-	-	-	138
		New Budget	726	1,890	(68)	
		Total	726	1,890	(68)	
		Total FTEs	6.4	15.5	11.6	

# Impacts of a Growing City

## Operating Impacts of Capital and Contributed Assets

#	Operating Impacts of Capital	(\$000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
<b>4</b>	<b>Downtown Arena - Community Services</b>					
	This service package allows for operation, maintenance, programming and social supports needed from Community Services for this capital development.	Annualization	-	202	-	139
		New Budget	343	518	13	
		<b>Total</b>	<b>343</b>	<b>720</b>	<b>13</b>	
		<b>Total FTEs</b>	<b>0.6</b>	<b>1.9</b>		
	<b>Facility and Landscape Infrastructure</b>					
<b>5</b>	<b>Operating Impacts of Capital</b>					
	This service package provides for funding for maintenance and custodial services at new City of Edmonton facilities that will open in 2016-2018 including those for Waste Management Services, Edmonton Transit and the Community Services Department. Facility and Landscape Infrastructure also provides maintenance and custodial services to the Edmonton Police Service and the Edmonton Public Library.	Annualization	-	328	272	173
		New Budget	3,953	567	1,979	
		<b>Total</b>	<b>3,953</b>	<b>895</b>	<b>2,251</b>	
		<b>Total FTEs</b>	<b>16.3</b>	<b>14.1</b>	<b>21.6</b>	
	<b>Fire Rescue Services</b>					
<b>6</b>	<b>Pilot Sound Fire Station</b>					
	A new fire station in the Pilot Sound community was approved by City Council. This service package identifies the ongoing funding required to operate and maintain the Pilot Sound fire station, which will improve Fire Rescue Services response to communities in the northeast of the city.	Annualization	-	1,959	-	186
		New Budget	1,452	443	59	
		<b>Total</b>	<b>1,452</b>	<b>2,402</b>	<b>59</b>	
		<b>Total FTEs</b>	<b>10.3</b>	<b>16.7</b>		
<b>7</b>	<b>Rosssdale Fire Station</b>					
	City Council approved renovation and reactivation of the Rosssdale fire station. This service package identifies the ongoing funding required to operate and maintain the re-activated Rosssdale fire station, which will improve river rescue response and improve downtown rescue response.	Annualization	-	-	111	187
		New Budget	-	723	34	
		<b>Total</b>	<b>-</b>	<b>723</b>	<b>145</b>	
		<b>Total FTEs</b>		<b>4.3</b>	<b>0.7</b>	
<b>8</b>	<b>Windermere Fire Station</b>					
	A new fire station in the Windermere community was approved by City Council. This service package identifies the ongoing funding required to operate and maintain the Windermere fire station, which will improve Fire Rescue Services response in the southwest of the city. The service package also identifies operating cost impacts due to increased demand on existing services driven by internal growth.	Annualization	-	-	415	188
		New Budget	-	321	3,418	
		<b>Total</b>	<b>-</b>	<b>321</b>	<b>3,832</b>	
		<b>Total FTEs</b>	<b>-</b>	<b>2.3</b>	<b>26.1</b>	

# Impacts of a Growing City

## Operating Impacts of Capital and Contributed Assets

#	Operating Impacts of Capital	(\$000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
Neighbourhoods						
9	Operating Impacts of Capital					
	This service package identifies the on-going funding required to operate and maintain the 2016 to 2018, Council approved, capital profiles with significant parks projects that require ongoing maintenance of these new assets. Funding will allow for the maintenance of parks assets, including mowing and trimming in parks and roadways, inventories, horticulture, sportsfields, play spaces.	Annualization	-	-	-	198
		New Budget	496	1,355	938	
		Total	496	1,355	938	
		Total FTEs	5.1	9.9	9.5	
Corporate Procurement and Supply Services						
10	Growth Positions for Capital Procurement					
	To support growth in the number of technology-related projects and capital construction projects as outlined in the 2015-18 Capital Budget plan, additional resources are required to maintain existing service levels.  Gross cost \$300K charged to Capital Plan	Annualization	-	-	-	226
		New Budget	-	-	-	
		Total	-	-	-	
		Total FTEs	3.0			
Fleet Services						
11	Logistics and Information Analysis					
	Maintain and provide reporting from a number of information and reporting systems to allow for City Departments and clients to access timely data for the management of their fleets including fleet usage, efficiency and budget management.	Annualization	-	-	-	247
		New Budget	-	-	-	
		Total	-	-	-	
		Total FTEs	2.0	-	-	
12	Increased Maintenance Requirements					
	Community Services is expected to add \$10.1 M to their fleet in 2015 SCBA. Volumes of maintenance hours are increasing to service additional units for Community Services and higher usage for vehicles and equipment. Growth and demand for the fleet remains high, requiring additional resources to complete maintenance forecasted.	Annualization	-	-	-	246
		New Budget	-	-	-	
		Total	-	-	-	
		Total FTEs		2.0	2.0	
Human Resources						
13	Corporate Succession & Talent Mgmt					
	The Succession Planning and Talent Management modules are part of HR's modernization and will support the advanced ability to understand, manage and report on talent at a corporate level.  This request is for the operating impacts of the capital which will include licensing fees, administrative support and maintenance / sustainment activities.	Annualization	-	-	-	260
		New Budget	-	259	-	
		Total	-	259	-	
		Total FTEs	-	1.0	-	

# Impacts of a Growing City

## Operating Impacts of Capital and Contributed Assets

#	Operating Impacts of Capital	(\$000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
<b>14</b>	<b>Corporate Performance Mgmt Modules</b>					
	The performance mgmt modules will be used by the City's supervisors to develop performance plans, monitor and conduct performance appraisals. This modernization of the City's performance mgmt process will support the optimization of individual & team performance.	Annualization	-	-	-	261
		New Budget	-	-	160	
		<b>Total</b>	-	-	<b>160</b>	
		<b>Total FTEs</b>				
<b>Information Technology</b>						
<b>15</b>	<b>Operating Impacts of Capital</b>					
	IT applications require ongoing support, licensing and maintenance in order to fulfill the commitments of the 2015 - 2018 approved Capital Budget.	Annualization	-	-	-	272
		New Budget	-	263	96	
		<b>Total</b>	-	<b>263</b>	<b>96</b>	
		<b>Total FTEs</b>				
<b>Edmonton Transit</b>						
<b>16</b>	<b>Smart Fare</b>					
	Funding in this service package will cover operating costs associated with the Smart Fare system, including transaction fees, equipment maintenance, back office and support elements, including a customer service centre.	Annualization	-	-	-	462
		New Budget	-	-	4,792	
		<b>Total</b>	-	-	<b>4,792</b>	
		<b>Total FTEs</b>				
<b>17</b>	<b>Smart Bus</b>					
	This service package includes funding for positions required to support the Smart Bus system and to analyze/leverage new information available and produce identified tangible benefits. The Positions required include Smart Bus Business Lead, Data Analyst (Methods Analyst), Data Management (Transportation Technician), Hardware Management (Transportation Technician), IT Support (Systems Analyst).	Annualization	-	-	-	461
		New Budget	1,193	(1,797)	(619)	
		<b>Total</b>	<b>1,193</b>	<b>(1,797)</b>	<b>(619)</b>	
		<b>Total FTEs</b>	<b>5.0</b>			
<b>Transportation Operations</b>						
<b>18</b>	<b>Dynamic Message Sign Service Technician</b>					
	This service package outlines a request for one additional FTE DMS Service Technician to maintain and repair a growing inventory of Dynamic Messaging Systems and speed display signs used in daily traffic controls and capital construction programs. This new position will be funded from cost recovery of capital Projects, other City operational needs, and external third party rentals.	Annualization	-	-	-	498
		New Budget	-	-	-	
		<b>Total</b>	-	-	-	
		<b>Total FTEs</b>	<b>1.0</b>	-	-	

# Impacts of a Growing City

## Operating Impacts of Capital and Contributed Assets

#	Operating Impacts of Capital	(\$000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
19	LED Streetlight Conversion Project					
	This service package outlines a request for one FTE is required to support the successful implementation and ongoing maintenance of streetlight infrastructure identified within the scope of the LED Streetlight Conversion capital project approved by Council in the Capital Priorities Plan for 2015-2018, and as indicated in the Accelerated LED Street Light Conversion Funding Options Report.	Annualization	-	-	-	494
		New Budget	154	-	-	
		Total	154	-	-	
		Total FTEs	1.0	-	-	
20	Traffic Controller System Conversion					
	Additional budget and staff are required for the successful implementation and ongoing maintenance of Traffic Controller System Conversion capital project approved by Council in the Capital Priorities Plan for 2015-2018. This capital project is to equip all traffic signal controllers to new Ethernet based and wireless technologies.	Annualization	-	-	-	497
		New Budget	438	(100)	(100)	
		Total	438	(100)	(100)	
		Total FTEs	3.0	-	-	
21	Streetlighting Capital Priorities					
	This service package is to maintain service levels to the public in response to the increasing capital investments approved in the 2015-2018 Capital Priorities Plan in order to successfully manage the entire process of design, construction and coordination of work, ongoing maintenance programs, and database management of various streetlight infrastructure affected by various capital projects.	Annualization	-	-	-	496
		New Budget	125	125	-	
		Total	125	125	-	
		Total FTEs	1.0	1.0		
22	Parking Control Technology System Support					
	This service package identifies funding required for on-going operational and maintenance support of a pay by plate parking system for on and off-street parking facilities. This parking system replaces 3,300 coin operated meters and cash booth technologies used in five City owned and leased parkade facilities. Current parking control equipment used by the City has reached end of life.	Annualization	-	-	-	495
		New Budget	-	-	-	
		Total	-	-	-	
		Total FTEs	0.6	-	-	
Total Operating Impacts of Capital			Total	11,368	9,342	14,399
			Total FTEs	70.4	83.6	80.6

# Impacts of a Growing City

## Operating Impacts of Capital and Contributed Assets

#	Operating Impacts of Contributed Assets	(\$000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
Neighbourhoods						
23	Operating Impacts of Contributed Assets					
	This service package identifies the on-going funding required to operate, maintain and program the 2016-2018 assets transferred from developers, other civic departments and community projects to the City, with significant parks projects requiring ongoing maintenance of these new assets.	Annualization	-	-	-	199
		New Budget	861	609	629	
		Total	861	609	629	
		Total FTEs	8.0	5.0	5.2	
Transportation Operations						
24	Roadway Maintenance Snow & Ice Control Inventory Growth					
	This service package identifies the funding required to maintain inventory increases in the roadway network for snow and ice control from developer contributions including maintenance of Shared Use paths estimated and the maintenance new protected bicycle facilities. Funding will provide current service levels for increased inventory and maintain adherence to Snow and Ice Control Policy.	Annualization	-	-	-	493
		New Budget	907	969	978	
		Total	907	969	978	
		Total FTEs	3.0	3.5	3.0	
25	Roadway Maintenance Street Cleaning, Asphalt and Concrete Repair Inventory Growth					
	This service package identifies the funding required to maintain service levels for inventory increases in the roadway network from developer contributed assets and increased streetscape maintenance with the completion of Capital Boulevard (108 Street) in 2016 and the Quarters in 2017 to maintain current service levels.	Annualization	-	-	-	492
		New Budget	442	461	432	
		Total	442	461	432	
		Total FTEs	3.0	3.0	3.0	
Total Operating Impacts of Contributed Capital			Total Total FTEs	2,210 14.0	2,039 11.5	2,039 11.2
Total Operating Impacts of Capital & Contributed Capital			Total Total FTEs	13,578 84.4	11,381 95.1	16,438 91.8



# Impacts of a Growing City

## Operating Impacts of Capital and Contributed Assets

#	Enterprise Service Package	(\$000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
26	<b>Downtown Arena</b>					
	This service package will be funded from Downtown CRL Revenues. The program coordinates with external partners including the Downtown Vibrancy Task Force, the Downtown Community League, MacEwan University as well as multiple city departments. Strategic communication and CRL reporting are also work program outcomes. The key component of this service package is Debt Servicing at \$11.9 million in 2016, \$15.4 million in 2017 and \$17.7 million in 2018.	Annualization	-	-	-	434
		New Budget	-	-	-	
		<b>Total</b>	-	-	-	
		<b>Total FTEs</b>	-	-	-	

# Impacts of a Growing City

## Operating Impacts of Capital

The following tables provide further detail by specific capital project of the operating impacts of capital projects and contributed assets included in the 2016-2018 Approved budget.

Capital Project Name:		Clareview Community Rec Centre				Profile # 09-21-5826		Capital Investment:		\$	78,635		
Branch:		Community & Recreation Facilities											
Type of Operating Impact:	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
Personnel	150	-	150	2.0	5	-	5	-	6	-	6	-	
Materials	-	-	-	-	-	-	-	-	-	-	-	-	
Services	190	-	190	-	-	-	-	-	-	-	-	-	
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-	
Total Operating Impact	340	-	340	2.0	5	-	5	-	6	-	6	-	

Capital Project Name:		Valley Zoo - Natures Wild Backyard				Profile # 15-21-5357		Capital Investment:		\$	25,375		
Branches:		Community & Recreation Facilities, Facility & Landscape Infrastructure											
Type of Operating Impact:	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
Personnel	-	-	-	-	-	-	-	-	344	600	(256)	6.6	
Materials	-	-	-	-	-	-	-	-	50	-	50	-	
Services	-	-	-	-	-	-	-	-	-	-	-	-	
Utilities	-	-	-	-	-	-	-	-	51	-	51	-	
Custodial & Maintenance	-	-	-	-	-	-	-	-	349	-	349	2.0	
Other - Fleet	-	-	-	-	-	-	-	-	75	-	75	-	
Total Operating Impact	-	-	-	-	-	-	-	-	869	600	269	8.6	

Capital Project Name:		River Valley - Renewal				Profile # 12-28-6050		Capital Investment:		\$	9,748		
Branch:		Community & Recreation Facilities											
Type of Operating Impact:	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
Personnel	-	-	-	-	283	-	283	3.2	134	-	134	2.0	
Materials	-	-	-	-	215	-	215	-	(179)	-	(179)	-	
Services	-	-	-	-	-	-	-	-	-	-	-	-	
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	
Other - Fleet	-	-	-	-	95	-	95	-	21	-	21	-	
Total Operating Impact	-	-	-	-	592	-	592	3.2	(24)	-	(24)	2.0	

# Impacts of a Growing City

## Operating Impacts of Capital

Capital Project Name:		Edmonton Arena				Profile # 11-17-0099				Capital Investment: \$ 604,950			
Branch:		Community & Recreation Facilities											
Type of Operating Impact:	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
	Personnel	89	205	(116)	0.6	224	201	23	1.9	12	8	3	-
	Materials	56	-	56	-	49	-	49	-	2	-	2	-
	Services	307	-	307	-	524	-	524	-	3	-	3	-
	Utilities	86	-	86	-	125	-	125	-	4	-	4	-
	Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
	Other - Fleet	10	-	10	-	-	-	-	-	-	-	-	-
	Total Operating Impact	548	205	343	0.6	922	201	720	1.9	21	8	13	-

Capital Project Name:		Calder Branch Relocation Design/Land				Profile # 08-20-0030				Capital Investment: \$ 11,160			
Branches:		Edmonton Public Library, Facility & Landscape Infrastructure											
Note: 100% recoverable													
Type of Operating Impact:	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
	Personnel	-	-	-	-	-	-	-	-	-	-	-	-
	Materials	-	-	-	-	-	-	-	-	-	-	-	-
	Services	-	-	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-	-	-
	Custodial & Maintenance	-	-	-	-	-	-	0.9	-	-	-	-	0.1
	Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
	Total Operating Impact	-	-	-	-	-	-	-	0.9	-	-	-	0.1

Capital Project Name:		Multi-Purpose Recreation Centres				Profile # 09-21-5826				Capital Investment: \$ 299,858			
Branches:		Community & Recreation Facilities, Facility & Landscape Infrastructure											
Type of Operating Impact:	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
	Personnel	-	-	-	-	-	-	-	-	-	-	-	-
	Materials	-	-	-	-	-	-	-	-	-	-	-	-
	Services	-	-	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-	-	-
	Custodial & Maintenance	246	-	246	3.0	5	-	5	-	5	-	5	-
	Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
	Total Operating Impact	246	-	246	3.0	5	-	5	-	5	-	5	-

# Impacts of a Growing City

## Operating Impacts of Capital

**Capital Project Name:** Capilano Branch Relocation **Profile #** 11-20-0038 **Capital Investment:** \$ 11,807

**Branches:** Edmonton Public Library, Facility & Landscape Infrastructure

Note: 100% recoverable

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	0.5	-	-	-	0.5
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	-	-	-	0.5	-	-	-	0.5

**Capital Project Name:** RVA Connective Infrastructure **Profile #** 12-17-6100 **Capital Investment:** \$ 114,264

**Branches:** Urban Planning & Environment , Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	153	-	153	1.0	(54)	-	(54)	-	4	-	4	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	153	-	153	1.0	(54)	-	(54)	-	4	-	4	-

**Capital Project Name:** Whitemud Equine Centre Redevelopment **Profile #** 12-21-5742 **Capital Investment:** \$ 6,501

**Branches:** Community & Recreation Facilities, Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	34	-	34	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	34	-	34	-	-	-	-	-

# Impacts of a Growing City

## Operating Impacts of Capital

<b>Capital Project Name:</b>	Westwood Transit Garage Replacement				<b>Profile #</b>	12-66-1413				<b>Capital Investment:</b>	\$	201,517	
<b>Branches:</b> Edmonton Transit, Facility & Landscape Infrastructure													
<b>Type of Operating Impact:</b>	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
	Personnel	-	-	-	-	-	-	-	-	-	-	-	
	Materials	-	-	-	-	-	-	-	-	-	-	-	
	Services	-	-	-	-	-	-	-	-	-	-	-	
	Utilities	-	-	-	-	-	-	-	-	-	-	-	
	Custodial & Maintenance	-	-	-	-	-	-	-	1,542	-	1,542	4.0	
	Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	
	Total Operating Impact	-	-	-	-	-	-	-	-	1,542	-	1,542	4.0

<b>Capital Project Name:</b>	Galleria Project-Pedway Connection				<b>Profile #</b>	14-17-5037				<b>Capital Investment:</b>	\$	22,400	
<b>Branches:</b> Real Estate,Housing & Economic Sustainability, Facility & Landscape Infrastructure													
<b>Type of Operating Impact:</b>	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
	Personnel	-	-	-	-	-	-	-	-	-	-	-	
	Materials	-	-	-	-	-	-	-	-	-	-	-	
	Services	-	-	-	-	-	-	-	-	-	-	-	
	Utilities	-	-	-	-	-	-	-	-	-	-	-	
	Custodial & Maintenance	-	-	-	-	81	-	81	0.5	2	-	2	-
	Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	
	Total Operating Impact	-	-	-	-	81	-	81	0.5	2	-	2	-

<b>Capital Project Name:</b>	Project Management & Information System				<b>Profile #</b>	14-75-0102				<b>Capital Investment:</b>	\$	2,800	
<b>Branch:</b> Facility and Landscape Infrastructure													
<b>Type of Operating Impact:</b>	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
	Personnel	-	-	-	-	-	-	-	-	-	-	-	
	Materials	-	-	-	-	-	-	-	-	-	-	-	
	Services	-	-	-	-	-	-	-	-	-	-	-	
	Utilities	-	-	-	-	-	-	-	-	-	-	-	
	Custodial & Maintenance	450	-	450	-	-	-	-	-	-	-	-	
	Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	
	Total Operating Impact	450	-	450	-	-	-	-	-	-	-	-	

# Impacts of a Growing City

## Operating Impacts of Capital

**Capital Project Name:** Castle Downs Arena Renewal **Profile #** 15-21-1500 **Capital Investment:** \$ 8,764

**Branches:** Community & Recreation Facilities, Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	92	-	92	0.5	2	-	2	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	92	-	92	0.5	2	-	2	-

**Capital Project Name:** Blatchford Hangar Kitchen Renovation **Profile #** 15-21-5355 **Capital Investment:** \$ 1,800

**Branches:** Community & Recreation Facilities, Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	27	-	27	0.2	28	-	28	0.2	2	-	2	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	27	-	27	0.2	28	-	28	0.2	2	-	2	-

**Capital Project Name:** TELUS World of Science **Profile #** 15-21-6600 **Capital Investment:** \$ 40,000

**Branches:** Community Strategies & Development , Facility & Landscape Infrastructure

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	641	-	641	3.0
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	-	-	-	-	641	-	641	3.0

# Impacts of a Growing City

## Operating Impacts of Capital

<b>Capital Project Name:</b>	Ambleside SW District Office, Maintenance Yard & Fuel Site				<b>Profile #</b>	15-28-4200				<b>Capital Investment:</b>	\$	24,698	
<b>Branches: Neighbourhoods , Facility &amp; Landscape Infrastructure</b>													
<b>Type of Operating Impact:</b>	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
Personnel	-	-	-	-	-	-	-	-	-	-	-	-	
Materials	-	-	-	-	-	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	-	-	-	-	-	
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	
Custodial & Maintenance	-	-	-	-	373	-	373	2.0	(130)	-	(130)	-	
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-	
	-	-	-	-	-	-	-	-	-	-	-	-	
Total Operating Impact	-	-	-	-	373	-	373	2.0	(130)	-	(130)	-	

<b>Capital Project Name:</b>	Upgraded Fuel Site-Kennedale				<b>Profile #</b>	16-25-4003				<b>Capital Investment:</b>	\$	4,330	
<b>Branches: Fleet Services, Facility &amp; Landscape Infrastructure</b>													
<b>Type of Operating Impact:</b>	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
Personnel	-	-	-	-	-	-	-	-	-	-	-	-	
Materials	-	-	-	-	-	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	-	-	-	-	-	
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	
Custodial & Maintenance	10	-	10	-	-	-	-	-	-	-	-	-	
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-	
Total Operating Impact	10	-	10	-	-	-	-	-	-	-	-	-	

<b>Capital Project Name:</b>	Safety & Security - Composite				<b>Profile #</b>	CM-21-5771				<b>Capital Investment:</b>	\$	6,000	
<b>Branches: Community Strategies &amp; Development , Facility &amp; Landscape Infrastructure</b>													
<b>Type of Operating Impact:</b>	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
Personnel	-	-	-	-	-	-	-	-	-	-	-	-	
Materials	-	-	-	-	-	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	-	-	-	-	-	
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	
Custodial & Maintenance	110	-	110	0.5	(56)	-	(56)	-	2	-	2	-	
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-	
Total Operating Impact	110	-	110	0.5	(56)	-	(56)	-	2	-	2	-	



# Impacts of a Growing City

## Operating Impacts of Capital

Capital Project Name:	Building and Facility Rehabilitation				Profile # CM-75-0100				Capital Investment: \$ 153,146			
Branches: Facility and Landscape Infrastructure												
Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	2,166	-	2,166	8.6	(287)	-	(287)	3.5	47	-	47	2.0
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	2,166	-	2,166	8.6	(287)	-	(287)	3.5	47	-	47	2.0

Capital Project Name:	Pilot Sound Fire Station				12-70-0020				Capital Investment: \$ 12,570			
Branches: Fire Rescue Services, Facility & Landscape Services												
Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	1,326	-	1,326	10.3	2,203	-	2,203	16.7	19	-	19	-
Materials	70	-	70	-	133	-	133	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	1	-	1	-	1	-	1	-	-	-	-	-
Custodial & Maintenance	359	-	359	1.0	(55)	-	(55)	1.0	7	-	7	-
Travel & Training	15	-	15	-	25	-	25	-	-	-	-	-
Total Operating Impact	1,771	-	1,771	11.3	2,307	-	2,307	17.7	26	-	26	-

Capital Project Name:	Rossdale Fire Station				Profile # 15-70-0002				Capital Investment: \$ 4,796			
Branches: Fire Rescue Services, Facility & Landscape Services												
Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	703	-	703	4.2	124	-	124	0.8
Materials	-	-	-	-	15	-	15	-	20	-	20	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	269	-	269	1.0	(121)	-	(121)	-	4	-	4	-
Travel & Training	-	-	-	-	5	-	5	-	1	-	1	-
Total Operating Impact	269	-	269	1.0	602	-	602	4.2	149	-	149	0.8

# Impacts of a Growing City

## Operating Impacts of Capital

Capital Project Name:	Windermere Fire Station				Profile # 15-70-0004				Capital Investment:	\$	14,690		
Branches:	Fire Rescue Services, Facility & Landscape Services												
Type of Operating Impact:	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
Personnel	-	-	-	-	304	-	304	2.3	3,617	-	3,617	26.0	
Materials	-	-	-	-	12	-	12	-	181	-	181	-	
Services	-	-	-	-	-	-	-	-	-	-	-	-	
Utilities	-	-	-	-	1	-	1	-	-	-	-	-	
Custodial & Maintenance	-	-	-	-	199	-	199	1.0	30	-	30	1.0	
Travel & Training	-	-	-	-	4	-	4	-	34	-	34	-	
Total Operating Impact	-	-	-	-	520	-	520	3.3	3,862	-	3,862	27.0	

Capital Project Name:	Traffic Light Pre-emption				Profile # 15-70-0005				Capital Investment:	\$	2,250		
Branch:	Fire Rescue Services												
Type of Operating Impact:	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
Personnel	-	-	-	-	-	-	-	-	-	-	-	-	
Materials	40	-	40	-	40	-	40	-	40	-	40	-	
Services	-	-	-	-	-	-	-	-	-	-	-	-	
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-	
Total Operating Impact	40	-	40	-	40	-	40	-	40	-	40	-	

Capital Project Name:	River Valley Trail & Park Renewal				Profile # CM-28-8530				Capital Investment:	\$	16,617		
Branches:	Neighbourhoods, Community & Recreation Facilities												
Type of Operating Impact:	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
Personnel	30	-	30	0.5	223	-	223	3.5	42	-	42	0.5	
Materials & Equipment	-	-	-	-	10	-	10	-	-	-	-	-	
Services	-	-	-	-	-	-	-	-	-	-	-	-	
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	
Fleet	15	-	15	-	175	-	175	-	(166)	-	(166)	-	
Total Operating Impact	45	-	45	0.5	408	-	408	3.5	(124)	-	(124)	0.5	

# Impacts of a Growing City

## Operating Impacts of Capital

Capital Project Name:	Dermott District Park Renewal				Profile #	15-28-1200				Capital Investment:	\$	5,344
Branch:	Neighbourhoods											
Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	45	-	45	0.5
Materials & Equipment	-	-	-	-	-	-	-	-	5	-	5	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	-	-	-	-	8	-	8	-
Total Operating Impact	-	-	-	-	-	-	-	-	58	-	58	0.5

Capital Project Name:	MacEwan West Campus Purchase				Profile #	15-21-7777				Capital Investment:	\$	16,000
Branches:	Neighbourhoods, Community & Recreation Facilities, Facility & Landscape Infrastructure											
Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	60	-	60	1.0	-	-	-	-
Materials & Equipment	-	-	-	-	50	-	50	-	-	-	-	-
Services	-	-	-	-	300	-	300	-	(100)	-	(100)	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	589	-	589	3.0	(264)	-	(264)	-
Fleet	50	-	50	-	50	-	50	-	-	-	-	-
Total Operating Impact	50	-	50	-	1,049	-	1,049	4.0	(364)	-	(364)	-

Capital Project Name:	Louise McKinney Riverfront Park				Profile #	03-28-4147				Capital Investment:	\$	15,623
Branches:	Neighbourhoods, Community & Recreation Facilities											
Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	63	-	63	1.0	2	-	2	-	112	-	112	2.0
Materials & Equipment	3	-	3	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	1	-	1	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	6	-	6	-	-	-	-	-	46	-	46	-
Total Operating Impact	73	-	73	1.0	2	-	2	-	158	-	158	2.0



# Impacts of a Growing City

## Operating Impacts of Capital

<b>Capital Project Name:</b>		Hawrelak Park 100th Anniversery				<b>Profile #</b> 15-28-4152				<b>Capital Investment:</b> \$		3,100	
<b>Branch:</b>		Neighbourhoods											
<b>Type of Operating Impact:</b>	<b>2016</b>				<b>2017</b>				<b>2018</b>				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
	Personnel	5	-	5	0.1	5	-	5	0.1	-	-	-	-
	Materials & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
	Services	-	-	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-	-	-
	Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
	Fleet	10	-	10	-	10	-	10	-	-	-	-	-
	Total Operating Impact	15	-	15	0.1	15	-	15	0.1	-	-	-	-

<b>Capital Project Name:</b>		SW District Main Office & Yard				<b>Profile #</b> 15-28-4200				<b>Capital Investment:</b> \$		24,698	
<b>Branch:</b>		Neighbourhoods											
<b>Type of Operating Impact:</b>	<b>2016</b>				<b>2017</b>				<b>2018</b>				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
	Personnel	-	-	-	-	200	-	200	2.5	-	-	-	-
	Materials & Equipment	-	-	-	-	100	-	100	-	-	-	-	-
	Services	-	-	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-	-	-
	Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
	Fleet	-	-	-	-	-	-	-	-	-	-	-	-
	Total Operating Impact	-	-	-	-	300	-	300	2.5	-	-	-	-

<b>Capital Project Name:</b>		Neighbourhood Park Development - Renewal				<b>Profile #</b> CM-28-7055				<b>Capital Investment:</b> \$		19,000	
<b>Branches:</b>		Neighbourhoods, Facility & Landscape Infrastructure											
<b>Type of Operating Impact:</b>	<b>2016</b>				<b>2017</b>				<b>2018</b>				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
	Personnel	29	-	29	0.6	32	-	32	0.5	33	-	33	0.5
	Materials & Equipment	36	-	36	-	40	-	40	-	39	-	39	-
	Services	-	-	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-	-	-
	Custodial & Maintenance	53	-	53	0.5	62	-	62	0.5	4	-	4	-
	Fleet	4	-	4	-	-	-	-	-	-	-	-	-
	Total Operating Impact	122	-	122	1.1	134	-	134	1.0	76	-	76	0.5

# Impacts of a Growing City

## Operating Impacts of Capital

Capital Project Name:	Neighbourhood Park Development - New				Profile #	CM-28-7050				Capital Investment:	\$	11,617	
Branches: Neighbourhoods, Facility & Landscape Infrastructure													
Type of Operating Impact:	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
	Personnel	46	-	46	1.0	46	-	46	1.0	62	-	62	1.0
	Materials & Equipment	4	-	4	-	4	-	4	-	4	-	4	-
	Services	-	-	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-	-	-
	Custodial & Maintenance	110	-	110	0.5	5	-	5	0.5	4	-	4	-
	Fleet	40	-	40	-	40	-	40	-	24	-	24	-
	Total Operating Impact	200	-	200	1.5	95	-	95	1.5	94	-	94	1.0

Capital Project Name:	Playspace Conservation				Profile #	CM-28-8520				Capital Investment:	\$	2,500	
Branch: Neighbourhoods													
Type of Operating Impact:	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
	Personnel	10	-	10	0.2	10	-	10	0.2	10	-	10	0.2
	Materials & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
	Services	-	-	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-	-	-
	Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
	Fleet	3	-	3	-	3	-	3	-	3	-	3	-
	Total Operating Impact	13	-	13	0.2	13	-	13	0.2	13	-	13	0.2

Capital Project Name:	Sportsfield Renewal				Profile #	CM-28-8515				Capital Investment:	\$	1,200	
Branch: Neighbourhoods													
Type of Operating Impact:	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
	Personnel	-	-	-	-	-	-	-	-	-	-	-	-
	Materials & Equipment	6	-	6	-	6	-	6	-	8	-	8	-
	Services	-	-	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-	-	-
	Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
	Fleet	-	-	-	-	-	-	-	-	-	-	-	-
	Total Operating Impact	6	-	6	-	6	-	6	-	8	-	8	-

# Impacts of a Growing City

## Operating Impacts of Capital

Capital Project Name:		Paul Kane Park		Profile # 15-28-1100		Capital Investment:		\$	3,288				
Branches: Neighbourhoods, Community & Recreation Facilities													
Type of Operating Impact:	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
	Personnel	202	-	202	3.4	31	129	(98)	0.5	7	3	4	-
	Materials & Equipment	11	-	11	-	21	-	21	-	-	-	-	-
	Services	22	-	22	-	-	-	-	-	-	-	-	-
	Utilities	15	-	15	-	-	-	-	-	-	-	-	-
	Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
	Fleet	14	-	14	-	20	-	20	-	-	-	-	-
	Total Operating Impact	264	-	264	3.4	72	129	(57)	0.5	7	3	4	-

Capital Project Name:		Tree Planting & Naturalization		Profile # CM-28-2001		Capital Investment:		\$	2,685				
Branch: Neighbourhoods													
Type of Operating Impact:	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
	Personnel	45	-	45	0.5	45	-	45	0.5	45	-	45	0.5
	Materials & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
	Services	-	-	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	-	-	-	-	-	-	-	-
	Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
	Fleet	5	-	5	-	5	-	5	-	5	-	5	-
	Total Operating Impact	50	-	50	0.5	50	-	50	0.5	50	-	50	0.5

Capital Project Name:		Queen Elizabeth Park Phase 2		Profile # 15-28-1700		Capital Investment:		\$	5,248				
Branches: Neighbourhoods, Community & Recreation Facilities													
Type of Operating Impact:	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
	Personnel	-	-	-	-	165	-	165	2.7	116	-	116	2.0
	Materials & Equipment	-	-	-	-	14	-	14	-	-	-	-	-
	Services	-	-	-	-	-	-	-	-	-	-	-	-
	Utilities	-	-	-	-	1	-	1	-	-	-	-	-
	Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
	Fleet	-	-	-	-	27	-	27	-	53	-	53	-
	Total Operating Impact	-	-	-	-	207	-	207	2.7	169	-	169	2.0



# Impacts of a Growing City

## Operating Impacts of Capital

**Capital Project Name:** Bordan Park Natural Swimming Pond **Profile #** 12-21-8683

**Capital Investment:** \$ 14,497

**Branches:** Neighbourhoods, Community & Recreation Facilities

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	349	-	349	5.9	11	-	11	-
Materials & Equipment	-	-	-	-	125	-	125	-	5	-	5	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	59	-	59	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	96	-	96	-	-	-	-	-
Total Operating Impact	-	-	-	-	629	-	629	5.9	16	-	16	-

**Capital Project Name:** Great Neighbourhoods Initiative

**Profile #** CM-21-5800

**Capital Investment:** \$ 72,718

**Branch:** Neighbourhoods

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	122	-	122	2.0	-	-	-	-	-	-	-	-
Materials & Equipment	5	-	5	-	2	-	2	-	3	-	3	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	20	-	20	-	-	-	-	-	-	-	-	-
Total Operating Impact	147	-	147	2.0	2	-	2	-	3	-	3	-

**Capital Project Name:** Kihcly Askiy Sacred Earth

**Profile #** 15-21-3400

**Capital Investment:** \$ 2,000

**Branches:** Neighbourhoods, Community & Recreation Facilities

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	15	-	15	0.2	185	-	185	3.0
Materials & Equipment	-	-	-	-	5	-	5	-	6	-	6	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	61	-	61	-
Fleet	-	-	-	-	11	-	11	-	11	-	11	-
Total Operating Impact	-	-	-	-	31	-	31	0.2	262	-	262	3.0

# Impacts of a Growing City

## Operating Impacts of Capital

**Capital Project Name:** Buena Vista/Laurier Park Renewal **Profile #** 15-28-1900 **Capital Investment:** \$ 4,725

**Branches:** Neighbourhoods, Community & Recreation Facilities

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	77	-	77	1.2	78	-	78	1.0
Materials & Equipment	-	-	-	-	3	-	3	-	10	-	10	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	5	-	5	-	10	-	10	-
Total Operating Impact	-	-	-	-	85	-	85	1.2	98	-	98	1.0

**Capital Project Name:** Rollie Miles Athletic Grounds Renewal **Profile #** 15-28-6000 **Capital Investment:** \$ 5,344

**Branch:** Neighbourhoods

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	45	-	45	0.5
Materials & Equipment	-	-	-	-	-	-	-	-	10	-	10	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	-	-	-	-	25	-	25	-
Total Operating Impact	-	-	-	-	-	-	-	-	80	-	80	0.5

**Capital Project Name:** Jasper Place Bowl Grandstand **Profile #** 15-28-5823 **Capital Investment:** \$ 5,046

**Branch:** Neighbourhoods

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	46	-	46	0.5
Materials & Equipment	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Fleet	-	-	-	-	-	-	-	-	5	-	5	-
Total Operating Impact	-	-	-	-	-	-	-	-	51	-	51	0.5

# Impacts of a Growing City

## Operating Impacts of Capital

Capital Project Name:		The Quarters				Profile # 15-74-4031				Capital Investment: \$ 43,200			
Branch:		Neighbourhoods											
Type of Operating Impact:	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
Personnel	-	-	-	-	70	-	70	1.3	-	-	-	-	
Materials & Equipment	-	-	-	-	55	-	55	-	-	-	-	-	
Services	-	-	-	-	-	-	-	-	-	-	-	-	
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	
Fleet	-	-	-	-	25	-	25	-	-	-	-	-	
Total Operating Impact	-	-	-	-	150	-	150	1.3	-	-	-	-	

Capital Project Name:		Alex Decoteau Park				Profile # 15-74-4106				Capital Investment: \$ 4,351			
Branch:		Neighbourhoods											
Type of Operating Impact:	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
Personnel	-	-	-	-	15	-	15	0.3	-	-	-	-	
Materials & Equipment	-	-	-	-	10	-	10	-	-	-	-	-	
Services	-	-	-	-	-	-	-	-	-	-	-	-	
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	
Fleet	-	-	-	-	5	-	5	-	-	-	-	-	
Total Operating Impact	-	-	-	-	30	-	30	0.3	-	-	-	-	

Capital Project Name:		Roads, Facility & Landscape Infrastructure				Profile # various				Capital Investment:			
Branch:		Corporate Procurement & Supply Services											
Type of Operating Impact:	2016				2017				2018				
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	
Personnel	-	-	-	3.0	-	-	-	-	-	-	-	-	
Materials	-	-	-	-	-	-	-	-	-	-	-	-	
Services	-	-	-	-	-	-	-	-	-	-	-	-	
Utilities	-	-	-	-	-	-	-	-	-	-	-	-	
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-	
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-	
Total Operating Impact	-	-	-	3.0	-	-	-	-	-	-	-	-	

# Impacts of a Growing City

## Operating Impacts of Capital

Capital Project Name:	Comm. Svc - 2015 Fall SCBA				Profile # Various				Capital Investment: \$ 18,704			
Branch: Fleet Services												
Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	2.0	-	-	-	2.0
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	-	-	-	2.0	-	-	-	2.0

Capital Project Name:	IT Business Applications Growth				Profile # CM-18-1509				Capital Investment: \$ 246			
Branch: Fleet Services												
Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	2.0	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	2.0	-	-	-	-	-	-	-	-

Capital Project Name:	Enterprise Applications Growth				Profile # CM 18-1508				Capital Investment: \$ 944			
Branch: Human Resources												
Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	104	-	104	1.0	-	-	-	-
Materials	-	-	-	-	151	-	151	-	-	-	-	-
Services	-	-	-	-	2	-	2	-	160	-	160	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	2	-	2	-	-	-	-	-
Total Operating Impact	-	-	-	-	259	-	259	1.0	160	-	160	-

# Impacts of a Growing City

## Operating Impacts of Capital

**Capital Project Name:** IT Enterprise Application Renewal **Profile #** CM-18-1504 **Capital Investment:** \$ 14,922

**Branch:** Information Technology

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	155	-	155	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	155	-	155	-	-	-	-	-

**Capital Project Name:** Enterprise Applications Growth **Profile #** CM-18-1508 **Capital Investment:** \$ 13,933

**Branch:** Information Technology

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	76	-	76	-	9	-	9	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	76	-	76	-	9	-	9	-

**Capital Project Name:** Business Unit Application Renewal **Profile #** CM-18-1506 **Capital Investment:** \$ 15,448

**Branch:** Information Technology

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	32	-	32	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	32	-	32	-	-	-	-	-

# Impacts of a Growing City

## Operating Impacts of Capital

**Capital Project Name:** IT Business Applications Growth **Profile #** CM-18-1509 **Capital Investment:** \$ 5,518

**Branch:** Information Technology

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	87	-	87	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	-	-	-	-	87	-	87	-

**Capital Project Name:** Smart Bus **Profile #** 11-66-1293 **Capital Investment:** \$ 13,900

**Branch:** Edmonton Transit

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	520	400	120	5.0	11	200	(189)	-	15	-	15	-
Materials	777	-	777	-	(11)	-	(11)	-	(15)	-	(15)	-
Services	150	-	150	-	-	-	-	-	-	-	-	-
Utilities	146	-	146	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Fleet)	-	-	-	-	(1,597)	-	(1,597)	-	(619)	-	(619)	-
Total Operating Impact	1,593	400	1,193	5.0	(1,597)	200	(1,797)	-	(619)	-	(619)	-

**Capital Project Name:** Smart Fare **Profile #** 13-66-1294 **Capital Investment:** \$ 42,219

**Branch:** Edmonton Transit

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	4,792	-	4,792	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	-	-	-	-	-	-	-	-	4,792	-	4,792	-

# Impacts of a Growing City

## Operating Impacts of Capital

**Capital Project Name:** various **Profile #** various **Capital Investment:** various

**Branch:** Transportation Operations

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	79	-	79	1.0	3	-	3	-	3	-	3	-
Materials	6	-	6	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Interdepartmental Recovery	(85)	-	(85)	-	(3)	-	(3)	-	(3)	-	(3)	-
Total Operating Impact	-	-	-	1.0	-	-	-	-	-	-	-	-

**Capital Project Name:** LED Streetlight Conversion **Profile #** 15-66-2561 **Capital Investment:** \$ 53,105

**Branch:** Transportation Operations

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	154	-	154	1.0	-	-	-	-	-	-	-	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	154	-	154	1.0	-	-	-	-	-	-	-	-

**Capital Project Name:** Traffic Controller System Conversion **Profile #** 15-66-2511 **Capital Investment:** \$ 14,366

**Branch:** Transportation Operations

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	394	-	394	3.0	3	-	3	-	5	-	5	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	44	-	44	-	(3)	-	(3)	-	(5)	-	(5)	-
Utilities	-	-	-	-	(100)	-	(100)	-	(100)	-	(100)	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	438	-	438	3.0	(100)	-	(100)	-	(100)	-	(100)	-

# Impacts of a Growing City

## Operating Impacts of Capital

Capital Project Name:		various		Profile #		various		Capital Investment:		various		
Branch:		Transportation Operations										
Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	104	-	104	1.0	111	-	111	1.0	8	-	8	-
Materials	21	-	21	-	14	-	14	-	(8)	-	(8)	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Specify)	-	-	-	-	-	-	-	-	-	-	-	-
Total Operating Impact	125	-	125	1.0	125	-	125	1.0	-	-	-	-

Capital Project Name:		Parking Control Technology		Profile #		14-66-2570		Capital Investment:		\$ 12,000		
Branch:		Transportation Operations										
Branch:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	77	-	77	0.6	2	-	2	-	3	-	3	-
Materials	-	-	-	-	-	-	-	-	-	-	-	-
Services	471	-	471	-	198	-	198	-	(3)	-	(3)	-
Utilities	-	-	-	-	-	-	-	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Parking Revenue	-	548	(548)	-	-	200	(200)	-	-	-	-	-
Total Operating Impact	548	548	-	0.6	200	200	-	-	-	-	-	-

Capital Project Name:		Northwest Division		Profile #		12-60-1376		Capital Investment:		\$ 106,860		
Branches:		Edmonton Police Service, Facility & Landscape Services										
Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	1,932	-	1,932	15.0	1,458	-	1,458	10.0	750	-	750	4.0
Materials	99	-	99	-	16	-	16	-	(11)	-	(11)	-
Services	-	-	-	-	-	-	-	-	693	-	693	-
Utilities	15	-	15	-	(5)	-	(5)	-	(6)	-	(6)	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	9.0
Other (Trsfs and Training)	442	-	442	-	128	-	128	-	(48)	-	(48)	-
Total Operating Impact	2,488	-	2,488	15.0	1,597	-	1,597	10.0	1,378	-	1,378	13.0



# Impacts of a Growing City

## Operating Impacts of Capital

**Capital Project Name:** Digital Asset Management System      **Profile #** 15-60-1493      **Capital Investment:** \$ 7,338

**Branch:** Edmonton Police Service

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	-	-	-	-	592	-	592	5.0	696	-	696	5.0
Materials	-	-	-	-	15	-	15	-	750	-	750	-
Services	-	-	-	-	-	-	-	-	-	-	-	-
Utilities	-	-	-	-	5	-	5	-	-	-	-	-
Custodial & Maintenance	-	-	-	-	-	-	-	-	-	-	-	-
Other (Training)	-	-	-	-	75	-	75	-	75	-	75	-
Total Operating Impact	-	-	-	-	687	-	687	5.0	1,521	-	1,521	5.0

**Capital Project Name:** Operating Impacts of Capital      **Profile #** various

**Branches:** Community & Recreation Facilities, Facility & Landscape Infrastructure, Fire Rescue Services, Neighbourhoods, Edmonton Transit, Transportation Operations, Police Service

Branch:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Personnel	5,393	605	4,788	54.1	7,415	530	6,884	69.5	6,593	611	5,982	59.0
Materials	1,174	-	1,174	-	1,408	-	1,408	-	1,036	-	1,036	-
Services	1,184	-	1,184	-	1,021	-	1,021	-	5,540	-	5,540	-
Utilities	264	-	264	-	87	-	87	-	(51)	-	(51)	-
Custodial & Maintenance	3,953	-	3,953	16.3	895	-	895	14.1	2,312	-	2,312	21.6
Other	554	548	6	-	(753)	200	(953)	-	(420)	-	(420)	-
Total Operating Impact	12,521	1,153	11,368	70.4	10,072	730	9,342	83.6	15,010	611	14,399	80.6

# Impacts of a Growing City

## Operating Impacts of Contributed Assets

For the 2016-2018 Operating Budget, the City of Edmonton will experience an increase in the budget relating to assets that have been turned over to the City to maintain from development that has occurred throughout the City. As the increase per community is small, the increased need for contributed assets has been broken into four areas: Northwest, Northeast, Southeast and Southwest.

### Northwest Boundaries

North of Whitemud Drive, 87 Ave and the North Saskatchewan River

### Communities Include:

Arena District, Blachford, Cameron Heights, Carlton, Edgemont, Granville, Griesbach, The Hamptons, Hawks Ridge, Mlstatim Industrial, Rampart Industrial, Rapperswill Industrial, Rosenthal, Secord, Stirling/Big Lake, Stewart Greens, Stony Industrial 4, Trumpeter, Webber Greens, Winterburn Industrial. Yellowhead Industrial.

Arterials: 170 Street, 135 Ave - 140 Ave, 215 Street - Hawks Ridge Blvd South to 112 Ave, 215 Street - Glastonbury Blvd to 62 Ave, 231 Street - Secord Gate to Stony Plain Road

### Branches:

Transportation Operations, Neighbourhoods

### Type of Operating Impact:

Maintenance & Utilities for:  
Arterial, Local & Collector Roads

2016				2017				2018			
Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
409	-	409	2.0	433	-	433	2.0	426	-	426	2.0
14	-	14	-	15	-	15	-	16	-	16	-
79	-	79	-	84	-	84	-	83	-	83	-
151	-	151	0.3	106	-	106	0.9	110	-	110	1.0
3	-	3	-	2	-	2	-	2	-	2	-
6	-	6	-	4	-	4	-	4	-	4	-
24	-	24	1.5	17	-	17	0.1	18	-	18	0.2
3	-	3	-	2	-	2	-	2	-	2	-
688	-	688	3.8	663	-	663	3.0	661	-	661	3.2

### Northeast Boundaries:

North of the North Saskatchewan River

### Communities Include:

Albany, Britnell, Crystallina Nera, Cy Becker, Ebbers Industrial, Eaux Claires, Fraser, Homesteader, Klarvatten, Marquis, McConachie, Schonsee, Oxford, Hollick-Kenyon, Kirkness.

Arterials: 195 Avenue - 50 Street to 66 Street, 34 Street, 153 Ave to 158 Avenue, 66 Street, 195 Ave to 178 Avenue, Meridian Street, 153 Ave to 167 Avenue

### Branches:

Transportation Operations, Neighbourhoods

### Type of Operating Impact:

Maintenance & Utilities for:  
Arterial, Local & Collector Roads

2016				2017				2018			
Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
168	-	168	-	177	-	177	0.5	175	-	175	-
22	-	22	-	23	-	23	-	23	-	23	-
22	-	22	-	23	-	23	-	23	-	23	-
67	-	67	0.8	47	-	47	0.5	49	-	49	0.5
3	-	3	-	2	-	2	-	2	-	2	-
11	-	11	-	8	-	8	-	8	-	8	-
2	-	2	-	1	-	1	-	2	-	2	-
295	-	295	0.8	281	-	281	1.0	281	-	281	0.5

# Impacts of a Growing City

## Operating Impacts of Contributed Assets

### Southeast Boundaries:

South of the North Saskatchewan River

Aurum/Cloverbar Industrial, Charlesworth, Ellerslie Industrial, Laurel, Maple, Maple Ridge Industrial, The Orchards at Ellerslie, Pylypow Industrial, South Edmonton Common, Southeast Industrial, Summerside, Tamarack, Walker, Meadows, Roper Industrial.

### Communities Include:

Arterials: , 23 Avenue - 17 Street to Tamarack Collector, 25 Avenue - Orchards Gate to Watt Drive , 50 Street - Ellerslie Road to 25 Avenue SW, 66 Street, 25 Ave SW to Winspear Common, Ellerslie Road - 50 Street to Pioneer Meadow Entrance

### Branches:

Transportation Operations, Neighbourhoods

### Type of Operating Impact:

Maintenance & Utilities for:  
Arterial, Local & Collector Roads

	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Arterial, Local & Collector Roads	220	-	220	2.0	233	-	233	2.0	229	-	229	2.0
Alleys	12	-	12	-	12	-	12	-	12	-	12	-
Sidewalks	41	-	41	-	43	-	43	-	43	-	43	-
Horticulture	100	-	100	1.0	70	-	70	0.7	73	-	73	0.7
Furniture & Fixtures	4	-	4	-	3	-	3	-	3	-	3	-
Protection Elements	16	-	16	0.1	11	-	11	-	12	-	12	-
Park Access & Circulation	3	-	3	-	2	-	2	-	2	-	2	-
Total Operating Impact	396	-	396	3.1	375	-	375	2.7	374	-	374	2.7

### Southwest Boundaries:

South of Whitemud Drive, 87 Ave and the North Saskatchewan River

Allard, Ambleside, Callaghan, Cavanagh, Cashman, Chappelle, Desrochers, Glenriding Heights, Graydon Hills, Hays Ridge, Heritage Valley Towne Centre, Magrath Heights, Keswick, Paisley, Windermere, Blackmud Creek, Rutherford, Hodgson, Terwillegar Towne., Terwillegar South, Mactaggart.

### Communities Include:

Arterials: 30 Avenue SW, Blackmud Creek to 103A Street, 41 Avenue - Blackmud Creek to Chappelle, Ellerslie Road, 141 to 127 Street, James Mowatt Trail-Allard Blvd to 41 Ave SW

### Branches:

Transportation Operations, Neighbourhoods

### Type of Operating Impact:

Maintenance & Utilities for:  
Arterial, Local & Collector Roads

	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Arterial, Local & Collector Roads	251	-	251	2.0	267	-	267	2.0	262	-	262	2.0
Alleys	13	-	13	-	15	-	15	-	14	-	14	-
Sidewalks	98	-	98	-	105	-	105	-	104	-	104	-
Horticulture	380	-	380	3.8	269	-	269	2.5	278	-	278	2.5
Playgrounds	10	-	10	-	-	-	-	-	-	-	-	-
Furniture & Fixtures	14	-	14	-	10	-	10	-	10	-	10	-
Protection Elements	61	-	61	0.5	43	-	43	0.3	44	-	44	0.3
Park Access & Circulation	4	-	4	-	12	-	12	-	11	-	11	-
Total Operating Impact	831	-	831	6.3	721	-	721	4.8	723	-	723	4.8

# Impacts of a Growing City

## Operating Impacts of Contributed Assets

**Branches:**

Transportation Operations, Neighbourhoods

Type of Operating Impact:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Maintenance & Utilities for:												
Arterial, Local & Collector Roads	1,048	-	1,048	6.0	1,110	-	1,110	6.5	1,092	-	1,092	6.0
Alleys	61	-	61	-	65	-	65	-	65	-	65	-
Sidewalks	240	-	240	-	255	-	255	-	253	-	253	-
Streetlights & Signals	-	-	-	-	-	-	-	-	-	-	-	-
Horticulture	698	-	698	5.9	492	-	492	4.6	509	-	509	4.7
Playgrounds	13	-	13	-	2	-	2	-	2	-	2	-
Furniture & Fixtures	26	-	26	-	19	-	19	-	19	-	19	-
Protection Elements	112	-	112	2.1	79	-	79	0.4	81	-	81	0.5
Sports Fields	-	-	-	-	-	-	-	-	-	-	-	-
Spray Parks	-	-	-	-	-	-	-	-	-	-	-	-
Park Access & Circulation	12	-	12	-	17	-	17	-	17	-	17	-
Total Operating Impact	2,210	-	2,210	14.0	2,039	-	2,039	11.5	2,039	-	2,039	11.2

### Summary of Operating Impacts of Capital and Contributed Assets

Operating Impacts of:	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Capital	12,521	1,153	11,368	70.4	10,072	730	9,342	83.6	15,010	611	14,399	80.6
Contributed Assets	2,210	-	2,210	14.0	2,039	-	2,039	11.5	2,039	-	2,039	11.2
Total Operating Impact	14,731	1,153	13,578	84.4	12,111	730	11,381	95.1	17,049	611	16,438	91.8

# Impacts of a Growing City

## Summary of Service Packages—Funded

The 2016-2018 Approved Operating Budget includes funding of \$12.8 million in 2016, \$8.2 million in 2017 and \$4.8 million in 2018 for service packages.

The table below provides a summary of all funded service packages. In addition to the service packages which assist in achieving Council's Vision there are some that are required in order to meet commitments that have already been made. The details of the funded service packages are included in the branch sections and can be located using the page references provided in the table.

#	Service Packages	(\$000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
Arts Council						
1	EAC Operations					
	The Edmonton Arts Council has experienced growth in personnel to fully deliver service to the City of Edmonton. Our last increase to our operations from City Council was in 2011 (\$300,000). The EAC now has 22 employees, double the number from 2010. In addition, the EAC is due for a technology review and upgrade.	Annualization	-	-	-	563
		New Budget	120	120	120	
		Total	120	120	120	
		FTEs	-	-	-	
Edmonton Public Library						
2	City of Learners					
	The Edmonton Public Library Board's 2014-18 Strategic Goals focuses on learning as one of its four strategic directions. Other cities in Canada, like Vancouver, Fredericton and Grande Prairie, also have learning community initiatives which have contributed to enhanced livability, a key plank of Edmonton City Council's vision. The budget request includes funding for a position to coordinate this initiative, support costs (stationery, training), engagement and programming costs.	Annualization	-	-	-	553
		New Budget	200	-	-	
		Total	200	-	-	
		FTEs	1.0	-	-	
3	Welcome Baby Program					
	The Welcome Baby program puts early literacy programs into the hands of newborns and their parents through public health clinics as part of the two month immunization. This program was intended to be funded from donations and sponsorships until 2018, at which time EPL would request additional City funding to provide sustained on-going funding for this initiative.	Annualization	-	-	-	556
		New Budget	-	-	301	
		Total	-	-	301	
		FTEs	-	-	-	

# Impacts of a Growing City

## Summary of Service Packages—Funded

#	Service Packages	(\$000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
4	Alternative Service Delivery Model - eplGO Service Point (Storefront Model - South)					
	Implementation of eplGO store front library locations (small footprint rental spaces - max 3,000 sq. ft.) in growing areas of the City provides an interim solution in meeting the demands of customers in neighbourhoods without easy access to a physical library. The funding request includes one-time fit-up costs for a leased facility, staffing (3.3 FTEs) and operating costs implemented in 2017.	Annualization	-	-	-	555
		New Budget	-	450	(60)	
		Total	-	450	(60)	
		FTEs	-	-	3.3	
5	Alternative Service Delivery Model - epl2go Literacy Van					
	In 2016, EPL will expand its fleet of literacy vans to bring library programs and services and the latest technology resources to Edmontonians. This request includes one-time fit-up and operating costs for a fourth literacy van. EPL will fund 2016 costs (i.e. one-time and initial operating) through donations, and in 2017, EPL is requesting City funding for sustained on-going operating costs.	Annualization	-	-	-	554
		New Budget	-	232		
		Total	-	232	-	
		FTEs	-	0.8	-	
Fort Edmonton Park						
6	Enhancement of Aboriginal Programming					
	This initiative involves collaboration, program development and support for ongoing relationship between the Fort Edmonton Management Company and its First Nations and Métis partners who will be included in programming and capital development processes at Fort Edmonton Park when it impacts the historical and cultural narratives of First Nations and Métis peoples of this territory.	Annualization	-	-	-	579
		New Budget	100	100	-	
		Total	100	100	-	
		FTEs	-	-	-	
Heritage Council						
7	Increase to Core Funding					
	Increase to Edmonton Heritage Council's core operating grant due to staffing growth and expertise, office costs and increased levels of service to the community since being founded in 2009.	Annualization	-	-	-	589
		New Budget	33	33	34	
		Total	33	33	34	
		FTEs	-	-	-	
Reach Edmonton						
8	24/7 Integrated Crisis Response					
	Potentially 75% more calls can be responded to, by having an increased presence on the street in vulnerable neighbourhoods and less reliance on EPS and EMS resources to deal with non emergency calls. Citizens will feel safer given the increase in downtown visits with the new entertainment district. Vulnerable Edmontonians will receive the help they need in a more timely fashion.	Annualization	-	-	-	596
		New Budget	1,000	-	-	
		Total	1,000	-	-	
		Total FTEs	-	-	-	

# Impacts of a Growing City

## Summary of Service Packages—Funded

#	Service Packages	(\$000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
Community Standards						
9	Retail Commercial Property-Nuisance Reduction Initiative					
	A Council supported initiative to address safety/cleanliness impacts of chronically dilapidated retail commercial properties. A 2015 pilot that turns permanent with a Building Compliance Enforcement Officer and Community Program Advisor taking an integrated approach with industry/business/associations/citizens to encourage good neighbour practices.	Annualization	-	-	-	149
		New Budget	105	147	7	
		Total	105	147	7	
		Total FTEs	1.0	1.0	-	
10	Wildlife Management Program					
	This service package supports the creation of a comprehensive wildlife management program that includes Park Ranger enforcement staff, wildlife handling equipment, educational and awareness programming, and support from outside partnership groups to deal with current and future citizen wildlife concerns.	Annualization	-	-	-	150
		New Budget	200	-	-	
		Total	200	-	-	
		Total FTEs	1.0	-	-	
Community Strategies & Development						
11	2016-2018 Council Initiatives					
	Winter City Initiative & Conference: To support the planning, organization, and delivery of a second International Winter Cities Conference in early 2017. A full time FTE in 2016 is needed to advance Winter Cities projects. Gender Based Violence Prevention: To support actions and programs to reduce domestic violence and sexual assault in Edmonton by working with key stakeholders and community partners to increase awareness and understanding of gender based violence, advance innovative solutions and demonstrate leadership to change the conversation on gender based violence. A full time FTE in 2016 is needed to further the gender based violence prevention initiative. Ongoing annual funding of \$188.	Annualization	-	-	-	162
		New Budget	385	3	(200)	
		Total	385	3	(200)	
		Total FTEs	2.0	-	-	
12	The Aboriginal Partnership Initiative					
	This service package is to advance The Aboriginal Initiative and many projects and initiatives that build positive relationships with Aboriginals. These projects include: Urban Aboriginal Strategy framework development, Aboriginal Accord renewal, Enhanced indigenous youth programs and engagement, Development of Kihciy Askiy, Explore continuing the work of the Truth and Reconciliation Commission.	Annualization	-	-	-	161
		New Budget	400	170	129	
		Total	400	170	129	
		Total FTEs	2.0	-	-	

# Impacts of a Growing City

## Summary of Service Packages—Funded

#	Service Packages	(\$000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
13	EndPovertyEdmonton					
	This service package is for the completion of the Mayor's Task Force 10 year implementation plan and to support many ongoing tasks around ending poverty including communications, social media and community engagement. This service package would provide funding to take steps toward the ultimate goal of eliminating poverty in Edmonton within a generation.	Annualization	-	-	-	160
		New Budget	300	(300)	-	
		Total	300	(300)	-	
		Total FTEs	-	-	-	
Facility and Landscape Infrastructure						
14	Support for Partner Capital Projects					
	This funding will procure sufficient resources for the Branch to provide a proper level of ongoing guidance and front-end support to City partners through the planning, design and construction of facilities, landscapes and parks. This work will manage the risk of inadequately designed and built facilities on City-owned land thus avoiding future costs to the Corporation.	Annualization	-	-	-	174
		New Budget	500	-	-	
		Total	500	-	-	
		Total FTEs	4.0	-	-	
Neighbourhoods						
15	Increase Turf Maintenance					
	This service package addresses the Council approved herbicide ban on city owned land. Additional resources are required to increase mechanical practices, turf enhancements and public education. Some exceptions apply according to the motion passed at Council, most notably to control weeds listed on the Provincial noxious weed list.	Annualization	-	-	-	200
		New Budget	970	515	515	
		Total	970	515	515	
		Total FTEs	10.0	-	(2.0)	
Corporate Procurement and Supply Services						
16	Growth Positions for Drainage Services					
	This service package will address the significant growth planned in the Drainage Services Branch to support the ongoing investments in Drainage Infrastructure, flood prevention programs, etc. Additional resources are required to maintain existing service levels into the future based on anticipated service demand.	Annualization	-	-	-	227
		New Budget	-	-	-	
		Total	-	-	-	
		Total FTEs	2.0	-	-	



# Impacts of a Growing City

## Summary of Service Packages—Funded

#	Service Packages	(\$000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
Fleet Services						
17 ServicePerson - Alberta Health Services						
	Additional Service Person for the AHS Fleet. AHS will add 9 vehicles to the fleet in 2015/2016. The additional resource will allow technicians to focus time on scheduled maintenance and running repairs. This package is funded through external revenue from the AHS contract, but requires the FTE approval. Gross Costs - \$76K	Annualization	-	-	-	244
		New Budget	-	-	-	
		Total	-	-	-	
		Total FTEs	1.0	-	-	
18 Increased Maintenance Requirements (Utilities Fleet)						
	Volumes of maintenance hours are increasing at the Kennedale facility to serve higher usage vehicles and equipment for Waste Management and Drainage Services. Growth and demand for the fleet remains high, requiring additional resources to complete maintenance forecasted. Gross Costs - \$108K	Annualization	-	-	-	245
		New Budget	-	-	-	
		Total	-	-	-	
		Total FTEs	-	1.0	-	
Human Resources						
19 School of Business						
	'Learning' was identified as one of the core Strategic Focus Areas in the City's 2015-2020 Corporate Workforce Plan. The City of Edmonton School of Business is key in driving an enterprise approach to cross-Departmental learning by growing the talent and skills our organization needs for the future. \$345K / 3.0 FTEs – Fully recovered from School of Business revenues.	Annualization	-	-	-	259
		New Budget	-	-	-	
		Total	-	-	-	
		Total FTEs	3.0	-	-	
Office of the City Clerk						
20 Election & Census						
	To fully fund election/census program. The previous approach was to partially fund the program and manage the difference through the Financial Stabilization Reserve. This approach has been problematic and challenging to present in proposed budgets and year end financial reports.	Annualization	-	-	-	288
		New Budget	700	238	(238)	
		Total	700	238	(238)	
		Total FTEs	-	-	-	
Office of the City Auditor						
21 Office of the City Auditor Additional FTE Resources						
	This service package is for two additional Audit Coordinator FTEs to assist with conducting internal audits for the City of Edmonton due to increase in demand from emerging issues.	Annualization	-	76	-	331
		New Budget	226	-	1	
		Total	226	76	1	
		Total FTEs	2.0	-	-	

# Impacts of a Growing City

## Summary of Service Packages—Funded

#	Service Packages	(\$000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
Corporate Communications						
22	Sponsorship agreement re Rogers Place					
	As part of the Master Agreement for the downtown arena (Rogers Place), the City agreed to a 10-year sponsorship agreement with the Katz Group. This agreement will provide the City with access to a number of avenues through both the new arena and the Edmonton Oilers to promote Edmonton and City of Edmonton programs, services and initiatives.	Annualization	-	-	-	351
		New Budget	1,000	1,000	-	
		Total	1,000	1,000	-	
		Total FTEs	-	-	-	
Intergovernmental & External Affairs						
23	Anticipated Events 2016-2018					
	This service package is a placeholder for discussions regarding the City's involvement in the International Festival of Extreme Sports (FISE). The World Series of FISE is an action sport event involving BMX, Roller sport, Mountain Biking, Skateboarding and Wakeboarding. Funding for this service package will come from appropriated funds within the Financial Stabilization Reserve.	Annualization	-	-	-	360
		New Budget	1,200	-	-	
		Total	1,200	-	-	
		Total FTEs	-	-	-	
24	Anticipated Event					
	This is a joint initiative among Alberta Basketball, Canada Basketball, Edmonton Tourism, the University of Alberta and the City of Edmonton. It is unique for a leading City and University to partner with the national and provincial sport organization responsible to deliver basketball programs nationally, provincially and locally.	Annualization	-	-	-	359
		New Budget	-	500	-	
		Total	-	500	-	
		Total FTEs	-	-	-	
25	Anticipated Event 2018					
	Red Bull Crashed Ice was held in Edmonton for the first time in March 2015. The event was successful on two fronts - economic impact (\$20.6 million) and reputational/profile for the city (200 million media impressions, 1600 media stories and delayed broadcast to over 100 million viewers).	Annualization	-	-	-	361
		New Budget	-	-	550	
		Total	-	-	550	
		Total FTEs	-	-	-	
Current Planning						
26	Customer Services & Operations- Increased Service Volumes					
	The Current Planning Branch recommends a total of 44 positions (12.0 in 2016, 15.0 in 2017, 17.0 in 2018 before annualization). The positions will provide the Branch flexibility to support safety codes, customer service, planning, development and development coordination to accommodate increased service demands and to support other areas of The City that provide technical support.	Annualization	-	-	-	378
		New Budget	-	-	-	
		Total	-	-	-	
		Total FTEs	6.0	13.5	16.0	

# Impacts of a Growing City

## Summary of Service Packages—Funded

#	Service Packages	(\$000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
<b>27</b>	<b>Mature Community Development Team</b>					
	Current Planning recommends five (5) positions to address regulatory, communication, and relationship issues specific to mature neighbourhood developments. The team will liaise with existing areas to recommend policy or process changes (including fee changes, incentives or penalties) and improve education, development standards and communication between stakeholders.	Annualization	-	-	-	379
		New Budget	-	-	-	
		<b>Total</b>	-	-	-	
		<b>Total FTEs</b>	<b>5.0</b>	-	-	
<b>Real Estate, Housing and Economic Sustainability</b>						
<b>28</b>	<b>Building and Land Management</b>					
	FTEs are required for improved property management services and to implement new technology for enhanced suburban site integration. Outcomes are new revenue opportunities, cost efficiencies and property management best practices. Implications of not funding include a higher risk profile, such as legal and audit risk, and the inability to meet existing project and service requirements.	Annualization	-	-	-	395
		New Budget	234	99	(10)	
		<b>Total</b>	<b>234</b>	<b>99</b>	<b>(10)</b>	
		<b>Total FTEs</b>	<b>2.0</b>	<b>2.0</b>	-	
<b>29</b>	<b>Ec Sustainability - Northern &amp; Industrial Programs</b>					
	Funding is required for industrial investment attraction, business retention and expansion supported by a marketing initiative. Funds will also be used to meet commitments for the Northern Circumpolar Secretariat. Increased resources will enhance business marketing, develop an eco-industrial business program, and improve partnerships with northern communities and industrial businesses.	Annualization	-	-	-	396
		New Budget	100	-	-	
		<b>Total</b>	<b>100</b>	-	-	
		<b>Total FTEs</b>	-	-	-	
<b>30</b>	<b>Edm Research Park - City Admin</b>					
	Provide professional leasing, property management, and facilities maintenance support for the Edmonton Research Park, under the new business model recommended for adoption. The FTEs and resources required will ensure that the vision for the Edmonton Research Park is achieved.	Annualization	-	-	-	394
		New Budget	1,046	17	23	
		<b>Total</b>	<b>1,046</b>	<b>17</b>	<b>23</b>	
		<b>Total FTEs</b>	<b>7.0</b>	-	-	
<b>31</b>	<b>Ec Sustainability - Main Street and BRZ Image and Reputation Initiative</b>					
	New funding will ensure that Edmonton's destination commercial-oriented streets (Whyte Avenue and 124 St) are effectively maintained to a standard that upholds the reputation of Edmonton. Additional funding will extend support to BRZs not supported by the Main Street Image and Reputation Initiative or the Great Neighbourhoods Initiative, to ensure equitable support across all of the City's BRZs.	Annualization	-	-	-	398
		New Budget	250	250	250	
		<b>Total</b>	<b>250</b>	<b>250</b>	<b>250</b>	
		<b>Total FTEs</b>	-	-	-	

# Impacts of a Growing City

## Summary of Service Packages—Funded

#	Service Packages	(\$000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
32	Surplus Property Review					
	This package requests 2 FTEs to provide capacity for ongoing review of civic property inventory. This review process ensures land is being held for appropriate purposes and disposed of when no longer required. These FTEs would also support the review of civic property inventory that may be available for sale or development by the Municipal Development Corporation.	Annualization	-	-	-	393
		New Budget	-	-	-	
		Total	-	-	-	
		Total FTEs	2.0	-	-	
33	Ec Sustainability - BRZ Operational Model Optimization					
	A new FTE in the Transportation Operations Branch will provide a dedicated resource to effectively advance a new cross-functional model designed to more effectively meet the needs and resolve any issues related to Edmonton's BRZs by coordinating the large volume of Capital Project and enhanced maintenance services work required in these BRZs.	Annualization	-	-	-	397
		New Budget	165	-	-	
		Total	165	-	-	
		Total FTEs	1.0	-	-	
Urban Planning & Environment						
34	Mill Creek Daylighting					
	On August 18, 2015, Executive Committee directed Administration to prepare a service package to conduct a feasibility study assessing the possibility of re-establishing a natural channel between Mill Creek and the North Saskatchewan River. Not funding will prevent completion of a feasibility study and exclude possible synergies between a daylighting project and co-located LRT construction.	Annualization	-	-	-	410
		New Budget	250	(250)	-	
		Total	250	(250)	-	
		Total FTEs	-	-	-	
35	Rehabilitation of Molsen Brewery					
	The Molson Brewery (Edmonton Brewing & Malting Building) is on the Inventory of Historic Resources. Estimated rehabilitation costs are \$8.35 million. The owner has requested 50% of rehabilitation costs, which would fully subscribe the Heritage Reserve until 2019. Rehabilitation will preserve the site, revitalize the Brewery District and achieve designation as a Municipal Historic Resource.	Annualization	-	-	-	412
		New Budget	-	-	800	
		Total	-	-	800	
		Total FTEs	-	-	-	
36	Southwest Ribbon of Green					
	On June 30, 2015, Executive Committee directed Administration to create a service package to develop a vision for the remaining Southwest Priority 3 areas, including Woodbend Natural Areas and Oleskiw lands. Adjacent neighbourhoods are proceeding with planning and development and a master plan is required to address impact compatible land uses, public access and infrastructure requirements.	Annualization	-	-	-	411
		New Budget	200	50	(50)	
		Total	200	50	(50)	
		Total FTEs	1.0	-	-	

# Impacts of a Growing City

## Summary of Service Packages—Funded

#	Service Packages	(\$000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
37	Implementing Edmonton's Community Energy Transition Strategy					
	Endorsed by Council on April 29, 2015, this strategy will transform Edmonton into an energy sustainable city. By 2035, the strategy will deliver \$2.5 billion in private savings through investments in clean energy, energy conservation and efficiency. Not funding this service package will impact corporate targets and discontinue this initiative, part of The Way Ahead Implementation Plan.	Annualization	-	-	-	409
		New Budget	1,304	750	(97)	
		Total	1,304	750	(97)	
		Total FTEs	3.0	-	-	
38	River Crossing					
	On June 30, 2015, Executive Committee directed Administration to create a service package to develop a business case for River Crossing, which explores options for creating a landmark destination precinct in the river valley. River Crossing includes integration of initiatives such as West Rosedale Urban Design Plan, Walterdale Bridge, Touch the Water promenade, and Rosedale Generating Station.	Annualization	-	-	-	413
		New Budget	200	100	(125)	
		Total	200	100	(125)	
		Total FTEs	-	-	-	
39	Stewarding Great Neighbourhoods					
	This package enables the 4 citizen-facing departments to centralize neighbourhood-scale intelligence for mature neighbourhoods, improving coordination and enabling cost savings and numerous efficiencies.	Annualization	-	-	-	414
		New Budget	-	186	7	
		Total	-	186	7	
		Total FTEs	-	2.0	-	
40	Corporate Environmental Targets					
	This service package includes 6 initiatives from 4 branches including: Climate Adaption Strategy, Energy Conservation and Efficiency Initiatives in City Facilities, Envisio Expansion, LRT- ETS Environmental Programs and Plans, Purchase of Green Power for City Operations.	Annualization	-	-	-	408
		New Budget	1,000	1,000	750	
		Total	1,000	1,000	750	
		Total FTEs	4.0	2.0	4.0	
Edmonton Transit						
41	LRT - LRT Maintenance Foremen & Escalator Tech					
	A request for 1 Elevator/Escalator Technologist and 2 Maintenance and Service Foremen. The Elevator Tech will monitor contractors in the field and push for improvements in contractor reporting, resulting in higher service uptimes for elevators and escalators. The Foremen will be responsible for quality and quantity of work being performed on LRV vehicles, improving reliability of the ETS system.	Annualization	-	-	-	460
		New Budget	103	236	5	
		Total	103	236	5	
		Total FTEs	1.0	2.0	-	

# Impacts of a Growing City

## Summary of Service Packages—Funded

#	Service Packages	(\$000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
42 DATS - Change to DATS Accommodation Rate						
	This package will provide budget for additional DATS trips to be provided by third party contractors. This is required to maintain current service levels with increased service demand.	Annualization	-	-	-	464
		New Budget	-	174	61	
		Total	-	174	61	
		Total FTEs	-	-	-	
43 Low Income Transit Pass						
	This package supports the administration of a low income transit pass program, including funding for: -software application upgrades -facility upgrades (point of sales) -staff for application processing (5 positions) -staff for counter sales (8 positions) -staff for online sales (1 position)	Annualization	-	-	-	463
		New Budget	230	2,000	2,000	
		Total	230	2,000	2,000	
		Total FTEs	1.0	6.5	6.0	
Transportation Operations						
44 Roadway Maintenance Inspectors						
	This service package outlines funding and FTE requirements to address customer service gaps and provide increased oversight of contracted equipment. The current number of five inspectors has not increased since 1980 and can not keep pace with increased customer inquiries and hired equipment usage arising from inventory growth over the past 30 years.	Annualization	-	-	-	499
		New Budget	302	316	22	
		Total	302	316	22	
		Total FTEs	3.0	2.0	-	
45 Geotechnical Engineering Reviews and Design						
	This service package outlines a request for a senior geotechnical position. This position will reduce the time required to provide geotechnical reviews to the Sustainable Development Department for various development applications, as well as the geotechnical reviews and consulting required for in-house projects for Transportation Services.	Annualization	-	-	-	491
		New Budget	-	-	-	
		Total	-	-	-	
		Total FTEs	-	1.0	-	
46 Road Safety Engineer						
	This service package includes one permanent position (1 FTE) of a Road Safety Engineer. The creation of this position will streamline the road safety assessment process by incorporating a position that will specifically deal with making safety recommendations that need to be considered to reduce collisions. No impact on tax levy as is it funded by Traffic Safety and Automated Enforcement Reserve.	Annualization	-	-	-	502
		New Budget	-	-	-	
		Total	-	-	-	
		Total FTEs	1.0	-	-	

# Impacts of a Growing City

## Summary of Service Packages—Funded

#	Service Packages	(\$000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
<b>47</b>	<b>School Zone Enforcement - Corps of Commissionaires</b>					
	This Service Package outlines permanent and temporary resources required in order to ensure motorists are compliant with the reduced speed limits in school zones. Three Corps of Commissionaires Peace Officers would be hired specifically for school zone enforcement. No impact on tax levy as is it funded by Traffic Safety and Automated Enforcement Reserve.	Annualization	-	-	-	500
		New Budget	-	-	-	
		<b>Total</b>	-	-	-	
		<b>Total FTEs</b>	-	-	-	
<b>48</b>	<b>Neighbourhood Rehabilitation/Reconstruction due to Road Safety Audits</b>					
	This service package outlines budget required to implement the recommendations resulting from the safety assessment. Some of these recommendations include redesigning the road or implementing signal changes, installing additional signal fixtures. If implemented, these mitigation measures can lead to a reduction of 5-10% at a neighbourhood level, or 30-99% depending on the existing safety concern. No impact on tax levy as is it funded by Traffic Safety and Automated Enforcement Reserve.	Annualization	-	-	-	501
		New Budget	-	-	-	
		<b>Total</b>	-	-	-	
		<b>Total FTEs</b>	-	-	-	
<b>49</b>	<b>Traffic Safety Research Chair</b>					
	The Law Enforcement Research Chair is a initiative which supports Edmonton's strategic goal to be a safer city and is part of the 2015-2020 Road Safety Strategy. The research chair will ensure leading and best practice is utilized in law enforcement related activites and the efficient and effective use of law enforcement resources. No impact on tax levy as is it funded by Traffic Safety and Automated Enforcement Reserve.	Annualization	-	-	-	504
		New Budget	-	-	-	
		<b>Total</b>	-	-	-	
		<b>Total FTEs</b>	-	-	-	
<b>50</b>	<b>Public Engagement and Education</b>					
	Funding will support various Transportation public engagement and public education road safety campaigns that support The Way We Move goals and objections, in order to change road user behavior, reduce collisions, and encourage multimodal sustainable travel options. No impact on tax levy as is it funded by Traffic Safety and Automated Enforcement Reserve.	Annualization	-	-	-	503
		New Budget	-	-	-	
		<b>Total</b>	-	-	-	
		<b>Total FTEs</b>	2.0	1.0	1.0	

# Impacts of a Growing City

## Summary of Service Packages—Funded

#	Service Packages	(\$000)	2016 Net Req	2017 Net Req	2018 Net Req	Page #
Transportation Planning						
51	Community Traffic Management					
	Community traffic management addresses neighbourhood shortcutting, excessive traffic volumes and speeds. The process to develop a community traffic management plan is community-driven and collaborative, and focuses on extensive public engagement in all aspects of plan development, trial implementation and ultimately the implementation of permanent measures. Outcomes support The Way We Move. No impact on tax levy as is it funded by Traffic Safety and Automated Enforcement Reserve.	Annualization	-	-	-	515
		New Budget	-	-	-	
		Total	-	-	-	
		Total FTEs	5.0	-	-	
52	Enhanced Concept Planning					
	New scope of work for Transportation Planning to complete concept planning for arterial renewal and neighborhood renewal programs, to implement Complete Streets approach, and significant public engagement in advance of the current processes. No impact on tax levy as it is funded by capital.	Annualization	-	-	-	516
		New Budget	-	-	-	
		Total	-	-	-	
		Total FTEs	7.0	-	-	
Total Funded Ongoing & One-Time Service Packages			Total	12,823	8,212	4,795
			Total FTEs	80.0	34.8	28.3



## Corporate Summary

### Approved Tax-supported Operations

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Boards & Commissions						
Economic Development Corporation	21,296	27,122	28,265	30,418	30,686	30,378
Police Service	62,738	64,416	87,442	91,696	92,095	92,779
Public Library	8,457	7,172	8,239	10,560	10,465	10,454
Other Boards & Commissions	3,301	3,329	3,331	3,331	3,331	3,331
<b>Total Boards &amp; Commisisions</b>	<b>95,792</b>	<b>102,039</b>	<b>127,277</b>	<b>136,005</b>	<b>136,577</b>	<b>136,942</b>
Civic Departments						
Community Services	78,394	83,208	87,947	96,544	98,489	100,607
Corporate Services	2,414	1,116	12,537	12,878	14,704	13,313
Financial Services & Utilities	1,313	1,384	1,332	1,282	1,488	1,295
Mayor & Councillor Offices	-	12	-	-	-	-
Office of the City Manager	21	14	-	-	-	-
Sustainable Development	75,289	99,634	106,415	119,104	104,880	110,060
Transportation Services	205,779	205,941	174,744	182,943	186,703	189,971
Corporate Expenditures & Revenues	462,312	481,430	517,862	544,987	546,388	555,777
Total Taxation Revenue	1,109,102	1,228,737	1,335,088	1,426,528	1,501,041	1,601,738
One-time Items	12,954	17,466	69,214	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>2,043,370</b>	<b>2,220,981</b>	<b>2,432,416</b>	<b>2,520,271</b>	<b>2,590,270</b>	<b>2,709,703</b>
<b>Net Expenditure &amp; Transfers</b>						
Boards & Commissions						
Economic Development Corporation	35,446	43,405	45,798	47,599	48,642	48,974
Police Service	340,356	350,579	367,467	382,049	390,853	401,769
Public Library	49,715	52,840	56,931	61,013	63,223	65,431
Other Boards & Commissions	32,606	33,510	34,946	36,552	37,093	37,908
<b>Total Boards &amp; Commisisions</b>	<b>458,123</b>	<b>480,334</b>	<b>505,142</b>	<b>527,213</b>	<b>539,811</b>	<b>554,082</b>
Civic Departments						
Community Services	433,506	474,731	503,651	535,967	559,011	581,864
Corporate Services	96,325	95,392	116,393	121,424	127,194	129,139
Financial Services & Utilities	39,027	39,536	46,402	46,235	47,712	48,881
Mayor & Councillor Offices	4,537	4,892	6,089	6,089	6,089	6,089
Office of the City Auditor	2,059	2,272	2,274	2,542	2,623	2,629
Office of the City Manager	11,186	14,062	12,458	15,634	16,982	17,802
Sustainable Development	124,036	151,597	156,788	176,118	173,743	174,750
Transportation Services	524,399	537,691	537,579	556,772	575,677	597,146
Corporate Expenditures	258,935	306,921	368,498	416,697	414,348	436,051
Neighbourhood Renewal*	69,114	86,226	105,113	104,880	104,880	126,770
Valley Line LRT	-	-	-	10,700	22,200	34,500
One-time Items	12,954	17,466	72,029	-	-	-
2013 & 2014 Surpluses	9,169	9,861	-	-	-	-
<b>Total Net Expenditure &amp; Transfers</b>	<b>2,043,370</b>	<b>2,220,981</b>	<b>2,432,416</b>	<b>2,520,271</b>	<b>2,590,270</b>	<b>2,709,703</b>
<b>Total Net Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* \$1,774 of the Neighbourhood Renewal Budget is included in Transportation Services, for a total of \$127,261 in 2016, \$149,249 in 2017 and \$171,139 in 2018.

## Tax-supported Operations

### Approved Net Operating Requirement

(\$'000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Boards &amp; Commissions</b>						
Economic Development Corporation	14,150	16,283	17,533	17,181	17,956	18,596
Police Service	277,618	286,163	280,025	290,353	298,758	308,990
Public Library	41,258	45,668	48,692	50,453	52,758	54,977
Other Boards & Commissions	29,305	30,181	31,615	33,221	33,762	34,577
<b>Total Boards &amp; Commissions</b>	<b>362,331</b>	<b>378,295</b>	<b>377,865</b>	<b>391,208</b>	<b>403,234</b>	<b>417,140</b>
<b>Civic Departments</b>						
Community Services						
Community & Recreation Facilities	37,951	43,384	45,566	46,185	51,608	54,902
Community Standards	19,128	20,393	21,024	22,243	22,812	23,459
Community Strategies & Development	24,700	25,635	24,339	25,314	25,657	26,073
Facility & Landscape Infrastructure	52,978	60,550	65,801	72,442	75,988	80,814
Fire Rescue Services	169,056	186,122	196,349	205,359	212,286	219,228
Neighbourhoods	51,299	55,439	62,625	67,880	72,171	76,781
Corporate Services						
Corporate Procurement & Supply Services	8,879	9,756	11,627	12,044	12,442	12,913
Customer Information Services	13,690	14,184	14,323	14,851	15,284	15,770
Fleet Services	-	-	-	-	-	-
Human Resources	10,252	11,886	15,074	15,886	16,441	16,631
Information Technology	41,655	39,051	42,042	43,934	45,836	47,774
Law	8,915	9,548	10,580	10,931	11,167	11,458
Office of the City Clerk	10,520	9,851	10,210	10,900	11,320	11,280
Financial Services & Utilities						
Assessment & Taxation	19,666	20,000	22,016	21,787	22,466	23,106
Corporate Strategic Planning	3,633	4,072	4,637	5,252	5,613	5,557
Financial Services	5,315	5,096	8,257	7,253	7,185	7,662
Financial Strategies & Budget	9,100	8,984	10,160	10,661	10,960	11,261
Mayor & Councillor Offices	4,537	4,880	6,089	6,089	6,089	6,089
Office of the City Auditor	2,059	2,272	2,274	2,542	2,623	2,629
Office of the City Manager						
City Manager	1,060	1,080	1,177	1,622	1,240	1,265
Corporate Communications	7,761	8,203	8,403	9,902	11,117	11,344
Intergovernmental & External Affairs	2,344	4,765	2,878	4,110	4,625	5,193
Sustainable Development						
Community Revitalization Levy - The Quarters	142	142	142	142	142	142
Current Planning	(37)	(199)	-	-	-	-
Real Estate, Housing & Economic Sustainability	33,130	34,300	31,790	35,451	44,538	39,773
Urban Planning & Environment	15,512	17,720	18,441	21,421	24,183	24,775
Transportation Services						
Edmonton Transit	174,042	182,322	208,626	214,255	222,893	235,548
LRT Design & Construction	666	710	739	720	731	742
Roads Design & Construction	1,397	1,335	1,463	1,572	1,624	1,679
Transportation Operations	128,786	133,748	137,603	143,226	149,436	154,712
Transportation Planning	13,729	13,635	14,404	14,056	14,290	14,494
<b>Total Civic Departments</b>	<b>871,865</b>	<b>928,864</b>	<b>998,659</b>	<b>1,048,030</b>	<b>1,102,767</b>	<b>1,143,054</b>
<b>Corporate Expenditures &amp; Revenues</b>						
Automated Enforcement	-	-	-	-	-	-
Capital Project Financing	94,524	130,695	151,755	160,995	155,005	161,961
Corporate Expenditures	34,309	29,219	30,451	37,955	42,728	52,035
Corporate Revenues	(338,342)	(336,369)	(333,825)	(341,040)	(344,273)	(349,872)
Taxation Expenditures	6,132	1,946	2,255	13,800	14,500	16,150
<b>Total Corporate Expenditures &amp; Revenues</b>	<b>(203,377)</b>	<b>(174,509)</b>	<b>(149,364)</b>	<b>(128,290)</b>	<b>(132,040)</b>	<b>(119,726)</b>
<b>Neighbourhood Renewal</b>						
Total Neighbourhood Renewal	70,655	87,767	106,654	106,654	106,654	128,544
Less: Microsurfacing - Transportation Operations	1,541	1,541	1,541	1,774	1,774	1,774
Transfer to Capital - Corporate Programs	69,114	86,226	105,113	104,880	104,880	126,770
<b>Valley Line LRT</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,700</b>	<b>22,200</b>	<b>34,500</b>
<b>Total Taxation Revenue</b>	<b>(1,109,102)</b>	<b>(1,228,737)</b>	<b>(1,335,088)</b>	<b>(1,426,528)</b>	<b>(1,501,041)</b>	<b>(1,601,738)</b>
One-time Items	-	-	2,815	-	-	-
2013 & 2014 Surpluses	9,169	9,861	-	-	-	-
<b>Total Net Operating Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Tax-supported Operations

### Approved Expenditure Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Boards &amp; Commissions</b>						
Economic Development Corporation	35,446	43,405	45,798	47,599	48,642	48,974
Police Service	340,356	350,579	367,467	382,049	390,853	401,769
Public Library	49,715	52,840	56,931	61,013	63,223	65,431
Other Boards & Commissions	32,606	33,510	34,946	36,552	37,093	37,908
<b>Total Boards &amp; Commissions</b>	<b>458,123</b>	<b>480,334</b>	<b>505,142</b>	<b>527,213</b>	<b>539,811</b>	<b>554,082</b>
<b>Civic Departments</b>						
Community Services						
Community & Recreation Facilities	88,632	99,588	105,869	112,277	119,609	124,984
Community Standards	23,100	24,886	25,081	26,825	27,394	28,041
Community Strategies & Development	39,879	40,654	42,435	45,365	45,708	46,124
Facility & Landscape Infrastructure	53,576	61,091	66,304	72,945	76,491	81,317
Fire Rescue Services	173,021	188,598	198,251	207,561	214,493	221,440
Neighbourhoods	55,298	59,914	65,711	70,994	75,316	79,958
Corporate Services						
Corporate Procurement & Supply Services	9,283	10,132	11,920	12,366	12,774	13,255
Customer Information Services	13,690	14,184	14,323	14,851	15,284	15,770
Fleet Services	-	-	11,511	11,823	12,039	12,238
Human Resources	10,278	11,889	15,074	15,886	16,441	16,631
Information Technology	41,656	39,051	42,042	43,934	45,836	47,774
Law	8,958	9,550	10,580	10,931	11,167	11,458
Office of the City Clerk	12,460	10,586	10,943	11,633	13,653	12,013
Financial Services & Utilities						
Assessment & Taxation	19,666	20,000	22,016	21,787	22,466	23,106
Corporate Strategic Planning	3,633	4,072	4,637	5,252	5,613	5,557
Financial Services	6,628	6,480	9,589	8,535	8,673	8,957
Financial Strategies & Budget	9,100	8,984	10,160	10,661	10,960	11,261
Mayor & Councillor Offices	4,537	4,892	6,089	6,089	6,089	6,089
Office of the City Auditor	2,059	2,272	2,274	2,542	2,623	2,629
Office of the City Manager						
City Manager	1,060	1,080	1,177	1,622	1,240	1,265
Corporate Communications	7,782	8,217	8,403	9,902	11,117	11,344
Intergovernmental & External Affairs	2,344	4,765	2,878	4,110	4,625	5,193
Sustainable Development						
Community Revitalization Levy - The Quarters	4,673	5,342	4,268	5,044	6,241	6,958
Current Planning	56,518	65,624	75,766	75,735	68,250	78,702
Real Estate, Housing & Economic Sustainability	44,576	48,593	50,246	66,262	65,799	54,884
Urban Planning & Environment	18,269	32,038	26,508	29,077	33,453	34,206
Transportation Services						
Edmonton Transit	311,356	317,179	344,089	352,795	364,518	380,059
LRT Design & Construction	2,500	2,430	1,867	820	831	842
Roads Design & Construction	1,403	1,335	1,463	1,572	1,624	1,679
Transportation Operations	194,400	202,976	175,687	186,175	192,926	198,228
Transportation Planning	14,740	13,771	14,473	15,410	15,778	16,338
<b>Total Civic Departments</b>	<b>1,235,075</b>	<b>1,320,173</b>	<b>1,381,634</b>	<b>1,460,781</b>	<b>1,509,031</b>	<b>1,558,300</b>
<b>Corporate Expenditures</b>						
Automated Enforcement	-	-	47,800	55,100	55,100	55,100
Capital Project Financing	212,638	269,045	280,914	302,754	296,337	308,463
Corporate Expenditures	35,466	30,286	31,629	39,718	44,511	53,838
Corporate Revenues	-	-	-	1,125	-	-
Taxation Expenditures	10,831	7,590	8,155	18,000	18,400	18,650
<b>Total Corporate Expenditures</b>	<b>258,935</b>	<b>306,921</b>	<b>368,498</b>	<b>416,697</b>	<b>414,348</b>	<b>436,051</b>
<b>Neighbourhood Renewal</b>						
Total Neighbourhood Renewal	70,655	87,767	106,654	106,654	106,654	128,544
Less: Microsurfacing - Transportation Operations	1,541	1,541	1,541	1,774	1,774	1,774
Transfer to Capital - Corporate Programs	69,114	86,226	105,113	104,880	104,880	126,770
<b>Valley Line LRT</b>						
-	-	-	-	10,700	22,200	34,500
One-time Items (Including 41 Ave./QE Interchange)	12,954	17,466	72,029	-	-	-
Total Net Expenditure before Surplus	2,034,201	2,211,120	2,432,416	2,520,271	2,590,270	2,709,703
2013 & 2014 Surpluses	9,169	9,861	-	-	-	-
<b>Total Net Expenditure &amp; Transfers</b>	<b>2,043,370</b>	<b>2,220,981</b>	<b>2,432,416</b>	<b>2,520,271</b>	<b>2,590,270</b>	<b>2,709,703</b>

## Tax-supported Operations

### Approved Revenue Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Boards &amp; Commissions</b>						
Economic Development Corporation	21,296	27,122	28,265	30,418	30,686	30,378
Police Service	62,738	64,416	87,442	91,696	92,095	92,779
Public Library	8,457	7,172	8,239	10,560	10,465	10,454
Other Boards & Commissions	3,301	3,329	3,331	3,331	3,331	3,331
<b>Total Boards &amp; Commissions</b>	<b>95,792</b>	<b>102,039</b>	<b>127,277</b>	<b>136,005</b>	<b>136,577</b>	<b>136,942</b>
<b>Civic Departments</b>						
Community Services						
Community & Recreation Facilities	50,681	56,204	60,303	66,092	68,001	70,082
Community Standards	3,972	4,493	4,057	4,582	4,582	4,582
Community Strategies & Development	15,179	15,019	18,096	20,051	20,051	20,051
Facility & Landscape Infrastructure	598	541	503	503	503	503
Fire Rescue Services	3,965	2,476	1,902	2,202	2,207	2,212
Neighbourhoods	3,999	4,475	3,086	3,114	3,145	3,177
Corporate Services						
Corporate Procurement & Supply Services	404	376	293	322	332	342
Fleet Services	-	-	11,511	11,823	12,039	12,238
Human Resources	26	3	-	-	-	-
Information Technology	1	-	-	-	-	-
Law	43	2	-	-	-	-
Office of the City Clerk	1,940	735	733	733	2,333	733
Financial Services & Utilities						
Financial Services	1,313	1,384	1,332	1,282	1,488	1,295
Mayor & Councillor Offices	-	12	-	-	-	-
Office of the City Manager						
Corporate Communications	21	14	-	-	-	-
Sustainable Development						
Community Revitalization Levy - The Quarters	4,531	5,200	4,126	4,902	6,099	6,816
Current Planning	56,555	65,823	75,766	75,735	68,250	78,702
Real Estate, Housing & Economic Sustainability	11,446	14,293	18,456	30,811	21,261	15,111
Urban Planning & Environment	2,757	14,318	8,067	7,656	9,270	9,431
Transportation Services						
Edmonton Transit	137,314	134,857	135,463	138,540	141,625	144,511
LRT Design & Construction	1,834	1,720	1,128	100	100	100
Roads Design & Construction	6	-	-	-	-	-
Transportation Operations	65,614	69,228	38,084	42,949	43,490	43,516
Transportation Planning	1,011	136	69	1,354	1,488	1,844
<b>Total Civic Departments</b>	<b>363,210</b>	<b>391,309</b>	<b>382,975</b>	<b>412,751</b>	<b>406,264</b>	<b>415,246</b>
<b>Corporate Expenditures &amp; Revenues</b>						
Automated Enforcement	-	-	47,800	55,100	55,100	55,100
Capital Project Financing	118,114	138,350	129,159	141,759	141,332	146,502
Corporate Expenditures	1,157	1,067	1,178	1,763	1,783	1,803
Corporate Revenues	338,342	336,369	333,825	342,165	344,273	349,872
Taxation Expenditures	4,699	5,644	5,900	4,200	3,900	2,500
<b>Total Corporate Expenditures &amp; Revenues</b>	<b>462,312</b>	<b>481,430</b>	<b>517,862</b>	<b>544,987</b>	<b>546,388</b>	<b>555,777</b>
<b>Total Taxation Revenue</b>	<b>1,109,102</b>	<b>1,228,737</b>	<b>1,335,088</b>	<b>1,426,528</b>	<b>1,501,041</b>	<b>1,601,738</b>
One-time Items (Including 41 Ave./QE Interchange)	12,954	17,466	69,214	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>2,043,370</b>	<b>2,220,981</b>	<b>2,432,416</b>	<b>2,520,271</b>	<b>2,590,270</b>	<b>2,709,703</b>
<b>Total Taxation Revenue</b>						
Property Tax	1,073,830	1,190,044	1,293,787	1,390,636	1,463,939	1,562,861
Payment-in-lieu of Taxes	35,272	38,693	41,301	35,892	37,102	38,877
<b>Total Taxation Revenue</b>	<b>1,109,102</b>	<b>1,228,737</b>	<b>1,335,088</b>	<b>1,426,528</b>	<b>1,501,041</b>	<b>1,601,738</b>

\* Change includes the tax rate increase, plus estimated real growth in the assessment base.

(Table Includes, tax revenue, user fees, fines, permits, grants & corporate revenue, e.g., EdTel Endowment, utility dividends)

## Approved Municipal Enterprise

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Land Enterprise</b>						
Revenues & Transfers	44,974	37,838	68,903	30,814	45,277	44,618
Less: Expenditure & Transfers	38,311	25,417	53,764	25,511	39,092	41,512
<b>Net Income</b>	<b>6,663</b>	<b>12,421</b>	<b>15,139</b>	<b>5,303</b>	<b>6,185</b>	<b>3,106</b>
<b>Blatchford Redevelopment Project</b>						
Revenues & Transfers	2,730	713	562	129,121	22,898	29,137
Less: Expenditure & Transfers	4,211	2,611	4,112	107,321	23,882	28,637
<b>Net Income (Loss)</b>	<b>(1,481)</b>	<b>(1,898)</b>	<b>(3,550)</b>	<b>21,800</b>	<b>(984)</b>	<b>500</b>

## Approved Community Revitalization Levies

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Belvedere</b>						
Revenues & Transfers	995	2,056	5,935	8,446	7,099	1,788
Less: Expenditure & Transfers	995	2,056	5,935	8,446	7,099	1,788
<b>Net Income (Loss)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital City Downtown</b>						
Revenues & Transfers	-	3,603	9,608	12,905	16,060	18,504
Less: Expenditure & Transfers	-	3,603	9,608	12,905	16,060	18,504
<b>Net Income (Loss)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Approved Utility Operations

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Drainage Services</b>						
Revenues & Transfers	146,538	165,740	167,197	172,890	181,059	187,142
Less: Expenditure & Transfers	111,912	118,276	127,435	133,896	143,471	149,920
<b>Net Income</b>	<b>34,626</b>	<b>47,464</b>	<b>39,762</b>	<b>38,994</b>	<b>37,588</b>	<b>37,222</b>
<b>Waste Management Services</b>						
Revenues & Transfers	148,941	161,556	169,298	187,952	199,290	207,332
Less: Expenditure & Transfers	151,130	161,313	171,860	186,998	197,327	206,461
<b>Net Income</b>	<b>(2,189)</b>	<b>243</b>	<b>(2,562)</b>	<b>954</b>	<b>1,963</b>	<b>871</b>

## Full-time Equivalents

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Boards &amp; Commissions</b>						
Economic Development Corporation	262.0	295.0	299.0	314.0	326.0	326.0
Police Service	2,294.5	2,321.0	2,426.6	2,522.1	2,552.1	2,578.1
Public Library	455.1	480.2	510.5	516.6	517.4	520.7
Other Boards & Commissions	56.0	57.0	57.0	57.0	57.0	57.0
<b>Total Boards &amp; Commissions</b>	<b>3,067.6</b>	<b>3,153.2</b>	<b>3,293.1</b>	<b>3,409.7</b>	<b>3,452.5</b>	<b>3,481.8</b>
<b>Civic Departments</b>						
Community Services						
Community & Recreation Facilities	685.0	800.7	910.8	948.2	969.3	983.9
Community Standards	141.8	149.6	156.3	166.3	167.3	167.3
Community Strategies & Development	100.2	103.7	100.9	104.9	104.9	104.9
Facility & Landscape Infrastructure	546.8	559.3	592.8	615.1	630.2	653.8
Fire Rescue Services	1,180.0	1,186.5	1,213.3	1,240.3	1,263.5	1,290.4
Neighbourhoods	590.6	617.5	645.2	668.7	683.6	696.3
Corporate Services						
Corporate Procurement & Supply Services	149.0	149.0	154.0	159.0	159.0	159.0
Customer Information Services	192.1	192.1	192.1	192.1	192.1	192.1
Fleet Services	734.0	742.0	754.0	757.0	760.0	762.0
Human Resources	161.5	161.5	162.5	165.5	166.5	166.5
Information Technology	358.9	378.9	391.4	393.0	393.0	393.0
Law	87.0	87.0	98.0	98.0	98.0	97.0
Office of the City Clerk	89.1	70.1	68.1	68.1	68.1	68.1
Financial Services & Utilities						
Assessment & Taxation	189.2	189.2	189.2	189.2	189.2	189.2
Corporate Strategic Planning	30.0	31.0	31.0	31.0	31.0	31.0
Financial Services	161.8	153.8	153.8	153.8	153.8	153.8
Financial Strategies & Budget	84.5	83.5	83.5	83.5	83.5	83.5
Mayor and Councillor Offices	45.0	49.0	50.0	50.0	50.0	50.0
Office of the City Auditor	14.0	14.0	14.0	16.0	16.0	16.0
Office of the City Manager						
City Manager	5.0	5.0	6.0	6.0	6.0	6.0
Corporate Communications	73.4	84.8	85.1	86.1	86.1	86.1
Intergovernmental & External Affairs	8.0	8.0	9.0	9.0	9.0	9.0
Sustainable Development						
Community Revitalization Levy - The Quarters	5.0	5.0	4.0	4.0	4.0	4.0
Current Planning	317.5	342.5	381.0	392.0	405.5	421.5
Real Estate, Housing & Economic Sustainability	125.0	117.0	128.0	139.0	140.0	140.0
Urban Planning & Environment	115.0	118.0	127.0	133.0	135.0	132.0
Transportation Services						
Edmonton Transit	2,289.5	2,323.0	2,395.3	2,401.3	2,409.8	2,416.8
LRT Design & Construction	16.0	16.0	17.0	17.0	17.0	17.0
Roads Design & Construction	109.0	109.0	109.0	109.0	109.0	109.0
Transportation Operations	869.3	869.3	879.3	894.8	903.8	910.8
Transportation Planning	114.6	118.6	123.6	137.6	138.6	139.6
<b>Total Civic Departments</b>	<b>9,587.8</b>	<b>9,834.6</b>	<b>10,225.2</b>	<b>10,428.5</b>	<b>10,542.8</b>	<b>10,649.6</b>
<b>Total Tax-supported Operations</b>	<b>12,655.4</b>	<b>12,987.8</b>	<b>13,518.3</b>	<b>13,838.2</b>	<b>13,995.3</b>	<b>14,131.4</b>
<b>Municipal Enterprises &amp; Community Revitalization Levy</b>						
Blatchford Redevelopment Project	8.0	8.0	8.0	8.0	8.0	8.0
Land Enterprise	15.0	15.0	7.0	7.0	7.0	7.0
Capital City Downtown Community Revitalization Levy	-	-	3.0	3.0	3.0	3.0
<b>Total Municipal Enterprise</b>	<b>23.0</b>	<b>23.0</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>	<b>18.0</b>
<b>Utility Operations</b>						
Drainage Services	684.9	690.9	725.9	760.9	769.9	777.9
Waste Management Services	465.8	476.7	525.9	548.6	563.3	566.5
<b>Total Utility Operations</b>	<b>1,150.7</b>	<b>1,167.6</b>	<b>1,251.8</b>	<b>1,309.5</b>	<b>1,333.2</b>	<b>1,344.4</b>
<b>Total Full-time Equivalents</b>	<b>13,829.1</b>	<b>14,178.4</b>	<b>14,788.1</b>	<b>15,165.7</b>	<b>15,346.5</b>	<b>15,493.8</b>

## Tax-supported Operations

### Approved Other Boards & Commissions

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue</b>						
Combative Sports Commission	72	74	60	60	60	60
Fort Edmonton Park	3,229	3,255	3,271	3,271	3,271	3,271
<b>Total Revenue &amp; Transfers</b>	<b>3,301</b>	<b>3,329</b>	<b>3,331</b>	<b>3,331</b>	<b>3,331</b>	<b>3,331</b>

<b>Expenditure</b>						
Arts Council	11,545	11,771	11,948	12,274	12,641	13,005
Combative Sports Commission	(73)	153	193	196	60	60
Federation of Community Leagues	5,709	5,529	6,272	6,097	6,168	6,238
Fort Edmonton Park	6,656	6,936	6,814	7,147	7,450	7,695
Greater Edmonton Foundation	3,700	3,700	3,700	3,700	4,000	4,000
Heritage Council	551	813	842	880	919	959
REACH Edmonton	2,592	2,643	3,183	4,229	3,785	3,840
Space & Science Foundation	1,926	1,965	1,994	2,029	2,070	2,111
<b>Total Net Expenditure &amp; Transfers</b>	<b>32,606</b>	<b>33,510</b>	<b>34,946</b>	<b>36,552</b>	<b>37,093</b>	<b>37,908</b>

<b>Net Operating Requirement</b>						
Arts Council	11,545	11,771	11,948	12,274	12,641	13,005
Combative Sports Commission	(145)	79	133	136	-	-
Federation of Community Leagues	5,709	5,529	6,272	6,097	6,168	6,238
Fort Edmonton Park	3,427	3,681	3,543	3,876	4,179	4,424
Greater Edmonton Foundation	3,700	3,700	3,700	3,700	4,000	4,000
Heritage Council	551	813	842	880	919	959
REACH Edmonton	2,592	2,643	3,183	4,229	3,785	3,840
Space & Science Foundation	1,926	1,965	1,994	2,029	2,070	2,111
<b>Total Net Operating Requirement</b>	<b>29,305</b>	<b>30,181</b>	<b>31,615</b>	<b>33,221</b>	<b>33,762</b>	<b>34,577</b>

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Full-time Equivalents</b>						
Combative Sports Commission	1.0	1.0	1.0	1.0	1.0	1.0
Fort Edmonton Park	55.0	56.0	56.0	56.0	56.0	56.0
<b>Total Full-time Equivalents</b>	<b>56.0</b>	<b>57.0</b>	<b>57.0</b>	<b>57.0</b>	<b>57.0</b>	<b>57.0</b>



## Amortization and Contributed Assets

(\$'000)	Amortization						Contributed Assets			
	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Boards &amp; Commissions</b>										
Police Service	11,430	13,281	13,552	16,060	16,885	20,528	-	-	-	-
Public Library	9,337	9,369	9,884	9,901	10,101	10,264	-	-	-	-
<b>Civic Departments</b>										
Community Services										
Community & Recreation Facilities	3,160	3,847	4,241	6,674	6,824	6,948	-	-	-	-
Facility & Landscape Infrastructure	38,924	56,492	40,344	55,213	56,954	59,337	-	-	-	-
Fire Rescue Services	903	1,000	1,005	1,404	1,674	2,093	-	-	-	-
Neighbourhoods - Other	13,904	16,020	17,912	19,242	15,593	20,258	5,500	5,500	5,500	5,500
Neighbourhoods - Land							-	22,000	22,000	22,000
Corporate Services										
Corporate Procurement & Supply Services	-	-	4	4	4	4	-	-	-	-
Fleet Services	18,593	19,061	17,973	17,536	18,326	18,233	-	-	-	-
Human Resources	34	34	34	34	34	34	-	-	-	-
Information Technology	19,434	18,301	16,375	17,325	17,850	18,386	-	-	-	-
Law	62	62	62	62	62	62	-	-	-	-
Office of the City Clerk	132	153	135	170	170	170	-	-	-	-
Financial Services & Utilities										
Assessment & Taxation	85	21	85	85	85	85	-	-	-	-
Financial Services	189	189	189	189	189	189	-	-	-	-
Mayor and Councillor Offices	6	6	6	6	6	6	-	-	-	-
Office of the City Auditor	8	8	8	8	8	8	-	-	-	-
Office of the City Manager										
City Manager	10	10	10	10	10	10	-	-	-	-
Sustainable Development										
Current Planning	220	529	370	1,039	1,239	1,439	-	-	-	-
Real Estate, Housing & Economic Sustainability	669	669	669	669	669	669	-	-	-	-
Urban Planning and Environment	124	124	124	904	2,356	3,119	-	-	-	-
Transportation Services										
Edmonton Transit	38,491	39,881	61,257	61,257	61,257	61,257	-	-	-	-
Transportation Operations	160,303	169,488	164,164	172,278	182,738	193,837	72,000	72,500	73,000	73,500
<b>Total</b>	<b>316,018</b>	<b>348,545</b>	<b>348,403</b>	<b>380,070</b>	<b>393,034</b>	<b>416,936</b>	<b>77,500</b>	<b>100,000</b>	<b>100,500</b>	<b>101,000</b>

### Notes:

The non-cash budget for amortization and contributed assets is summarized in the table above.

The amortization and contributed assets budget is a non-cash budget. This budget is necessary to comply with legislative requirements and does not impact tax levy requirements.

Contributed assets are donated assets from external third parties. The larger contributed assets are in Drainage, Roadways and Parks. These assets typically result from construction of new sites where developers have completed the base infrastructure, such as sewage trunk and roadways, and the assets are then turned over to the City. As for Parks, the developer is obligated to dedicate 10% of certain sites as parkland. The City recognizes the contributed asset as a tangible capital asset and also recognizes a contributed asset revenue amount. The asset and revenue amounts are reported in the City's consolidated annual financial statements, in the Statement of Financial Position and Statement of Operations, respectively.



## 2016 - 2018 User Fees, Fines, Permits

This section outlines the approved changes to User Fees, Fines & Permits as part of the 2016-2018 Budget. The ones that required bylaw changes have been identified. The following are the areas with changes in fees and these are detailed in the following pages.

### Community Recreation Facilities

Facility	Edmonton Valley Zoo
Facility Plus	Arenas (per hour)
All Facility	Athletic Fields (per hour)
Muttart Conservatory	Riverside and Victoria Golf Courses
John Janzen Nature Centre	Rundle Golf Course

### Community Standards

Pet Licences

### Fire Rescue Services

Fire Inspection Fees	Fire Rescue Fees
Fire Permits	

### Neighbourhood, Parks and Community Recreation

Athletic Fields (per hour)	Picnic Extra Service Fees
Picnic Rentals	

### Current Planning

Electrical Permit Fees	Road Closure Applications
Additional Fees	Addressing Fees
Residential Applications	Show Home Agreement
Commercial, Industrial, Institutional & Mixed Use	Subdivision and Condominium Applications
All Land Use Applications	Bare Land Condominium Fees
Compliance Certificates / Zoning Confirmation	Strata Space Plan Fees
Leave as Built Permit	Condominium Fees
Additional Fees	Additional Land Development Application Fees
Rezoning Applications	Business Licence
Concept Plans and Plan Amendments	Vehicle for Hire

### Edmonton Transit

Cash Fares	Senior Annual Passes
Tickets (ten)	Day Pass
Monthly Passes	Charter Rates
Student Passes	Airport Monthly Pass

### Boards and Commissions

Fort Edmonton	Combative Sports Commission
---------------	-----------------------------

## Community and Recreation Facilities (Fees include GST)

Facility	2015 Fee	Approved 2016 Fee	Approved 2017 Fee	Approved 2018 Fee
<b>Facility - Single Admission</b>				
Child	\$4.50	\$4.75	\$5.00	\$5.25
Youth/Senior	\$6.00	\$6.25	\$6.50	\$6.75
Adult	\$7.00	\$7.25	\$7.50	\$7.75
Family	\$19.15	\$20.00	\$20.50	\$21.00
<b>Facility - Multi Per Visit</b>				
Child	\$4.05	\$4.30	\$4.50	\$4.75
Youth/Senior	\$5.40	\$5.65	\$5.85	\$6.10
Adult	\$6.30	\$6.55	\$6.75	\$7.00
Family	\$17.25	\$18.00	\$18.45	\$18.90
<b>Facility - Regular 1 Month Pass</b>				
Child	\$31.00	\$33.00	\$34.00	\$35.00
Youth/Senior	\$40.00	\$42.00	\$43.00	\$44.00
Adult	\$47.00	\$50.00	\$51.00	\$52.00
Family	\$132.00	\$137.00	\$140.00	\$143.00
<b>Facility - Continuous Monthly</b>				
Child	\$25.00	\$26.00	\$27.00	\$28.00
Youth/Senior	\$34.00	\$36.00	\$37.00	\$38.00
Adult	\$39.00	\$41.00	\$42.00	\$43.00
Family	\$109.00	\$113.00	\$115.00	\$117.00
<b>Facility - Annual</b>				
Child	\$276.00	\$285.00	\$291.00	\$297.00
Youth/Senior	\$362.00	\$375.00	\$383.00	\$391.00
Adult	\$425.00	\$435.00	\$444.00	\$453.00
Family	\$1,184.00	\$1,200.00	\$1,224.00	\$1,248.00
Facility Plus	2015 Fee	Approved 2016 Fee	Approved 2017 Fee	Approved 2018 Fee
<b>Facility Plus- Single Admission</b>				
Child	\$6.00	\$6.25	\$6.50	\$6.75
Youth/Senior	\$7.75	\$8.00	\$8.25	\$8.50
Adult	\$9.00	\$9.50	\$9.75	\$10.00
Family	\$25.00	\$25.00	\$25.50	\$26.25
<b>Facility Plus - Multi Per Visit</b>				
Child	\$5.40	\$5.65	\$5.85	\$6.10
Youth/Senior	\$7.00	\$7.20	\$7.45	\$7.65
Adult	\$8.10	\$8.55	\$8.80	\$9.00
Family	\$22.50	\$22.50	\$22.95	\$23.65
<b>Facility Plus - Regular 1 Month Pass</b>				
Child	\$41.00	\$43.00	\$44.00	\$45.00
Youth/Senior	\$54.00	\$56.00	\$57.00	\$58.00
Adult	\$62.00	\$66.00	\$67.00	\$68.00
Family	\$175.00	\$175.00	\$179.00	\$183.00
<b>Facility Plus- Continuous Monthly</b>				
Child	\$36.00	\$37.00	\$38.00	\$39.00
Youth/Senior	\$46.00	\$48.00	\$49.00	\$50.00
Adult	\$53.00	\$56.00	\$57.00	\$58.00
Family	\$150.00	\$150.00	\$153.00	\$156.00
<b>Facility Plus- Annual</b>				
Child	\$385.00	\$385.00	\$393.00	\$400.00
Youth/Senior	\$500.00	\$500.00	\$510.00	\$520.00
Adult	\$575.00	\$575.00	\$587.00	\$599.00
Family	\$1,600.00	\$1,600.00	\$1,632.00	\$1,665.00

## Community and Recreation Facilities (Fees include GST)

All Facility	2015 Fee	Approved 2016 Fee	Approved 2017 Fee	Approved 2018 Fee
<b>All Facility - Single Admission</b>				
Child	\$6.50	\$6.75	\$7.00	\$7.25
Youth/Senior	\$8.25	\$8.50	\$8.75	\$9.00
Adult	\$10.50	\$11.00	\$11.25	\$11.50
Family	\$30.00	\$30.00	\$30.75	\$31.50
<b>All Facility - Multi Per Visit</b>				
Child	\$5.85	\$6.10	\$6.30	\$6.55
Youth/Senior	\$7.45	\$7.65	\$7.90	\$8.10
Adult	\$9.45	\$9.90	\$10.15	\$10.35
Family	\$27.00	\$27.00	\$27.70	\$28.35
<b>All Facility - Regular 1 Month Pass</b>				
Child	\$44.00	\$46.00	\$47.00	\$48.00
Youth/Senior	\$57.00	\$59.00	\$60.00	\$61.00
Adult	\$69.00	\$72.00	\$73.00	\$74.00
Family	\$206.00	\$210.00	\$214.00	\$218.00
<b>All Facility - Continuous Monthly</b>				
Child	\$37.00	\$39.00	\$40.00	\$41.00
Youth/Senior	\$47.00	\$49.00	\$50.00	\$51.00
Adult	\$60.00	\$63.00	\$64.00	\$65.00
Family	\$170.00	\$180.00	\$184.00	\$188.00
<b>All Facility - Annual</b>				
Child	\$401.00	\$405.00	\$413.00	\$421.00
Youth/Senior	\$510.00	\$510.00	\$520.00	\$530.00
Adult	\$649.00	\$660.00	\$673.00	\$686.00
Family	\$1,853.00	\$1,853.00	\$1,890.00	\$1,928.00
Muttart Conservatory	2015 Fee	Approved 2016 Fee	Approved 2017 Fee	Approved 2018 Fee
<b>Single Admission</b>				
Child	\$6.50	\$6.50	\$6.50	\$6.50
Youth/Senior	\$10.50	\$10.50	\$10.50	\$10.50
Adult	\$12.25	\$12.50	\$12.50	\$12.50
Family	\$36.00	\$37.00	\$37.00	\$37.00
<b>Annual Pass</b>				
Child	\$23.00	\$23.00	\$23.00	\$23.00
Youth/Senior	\$37.00	\$37.00	\$37.00	\$37.00
Adult	\$44.00	\$45.00	\$45.00	\$45.00
Family	\$127.00	\$130.00	\$130.00	\$130.00
John Janzen Nature Centre	2015 Fee	Approved 2016 Fee	Approved 2017 Fee	Approved 2018 Fee
<b>Single Admission</b>				
Child	\$7.00	\$7.50	\$7.75	\$8.00
Youth/Senior	\$7.00	\$7.50	\$7.75	\$8.00
Adult	\$7.00	\$7.50	\$7.75	\$8.00
Family	\$14.00	\$15.00	\$16.00	\$17.00
<b>Annual Pass</b>				
Child	\$27.00	\$28.50	\$29.25	\$30.00
Youth/Senior	\$27.00	\$28.50	\$29.25	\$30.00
Adult	\$27.00	\$28.50	\$29.25	\$30.00
Family	\$54.00	\$57.00	\$58.00	\$59.00

## Community and Recreation Facilities (Fees include GST)

Edmonton Valley Zoo	2015 Fee	Approved 2016 Fee	Approved 2017 Fee	Approved 2018 Fee
<b>Single Admission - High Season</b>				
Child	\$8.50	\$8.75	\$8.75	\$8.75
Youth/Senior	\$11.50	\$11.75	\$11.75	\$11.75
Adult	\$13.75	\$14.00	\$14.00	\$14.00
Family	\$44.50	\$45.50	\$45.50	\$45.50
<b>Single Admission - Low Season</b>				
Child	\$6.00	\$6.25	\$6.25	\$6.25
Youth/Senior	\$9.00	\$9.25	\$9.25	\$9.25
Adult	\$10.00	\$10.25	\$10.25	\$10.25
Family	\$31.00	\$32.00	\$32.00	\$32.00
<b>Annual Pass</b>				
Child	\$28.00	\$29.00	\$29.00	\$29.00
Youth/Senior	\$29.00	\$30.00	\$30.00	\$30.00
Adult	\$45.00	\$46.00	\$46.00	\$46.00
Family	\$150.00	\$152.50	\$152.50	\$152.50
Arenas (per hour)	2015 Fee	Approved 2016 Fee	Approved 2017 Fee	Approved 2018 Fee
<b>Winter Ice Rental</b>				
Good Time	\$270.00	\$278.00	\$284.00	\$290.00
Fair Time	\$216.00	\$222.00	\$226.00	\$231.00
Marginal Time	\$161.00	\$166.00	\$169.00	\$172.00
<b>Minor Rates</b>				
Good Time	\$134.00	\$138.00	\$141.00	\$144.00
Fair Time	\$108.00	\$111.00	\$113.00	\$115.00
Marginal Time	\$80.00	\$82.00	\$84.00	\$86.00
<b>Summer Ice Rental - Off Season</b>				
High Priority	\$211.00	\$217.00	\$221.00	\$225.00
Low Priority	\$159.00	\$164.00	\$167.00	\$170.00
<b>Summer Concrete Rental</b>				
Adult	\$131.00	\$135.00	\$138.00	\$141.00
Minor	\$66.00	\$68.00	\$69.00	\$70.00
Athletic Fields (per hour)	2015 Fee	Approved 2016 Fee	Approved 2017 Fee	Approved 2018 Fee
<b>Clarke Stadium/Clareview/Johnny Bright/Millwoods - Artificial Turf</b>				
Field - Adult	\$135.25	\$135.25	\$135.25	\$135.25
Field - Minor	\$67.65	\$69.65	\$71.75	\$74.00

## Community and Recreation Facilities (Fees include GST)

Riverside and Victoria Golf Course	2015 Fee	Approved 2016 Fee	Approved 2017 Fee	Approved 2018 Fee
<b>Monday to Thursday</b>				
9 Holes	\$31.00	\$31.00	\$31.00	\$31.00
18 Holes	\$47.00	\$47.00	\$47.00	\$47.00
<b>Friday Saturday, Sunday and Holidays</b>				
9 Holes	\$35.00	\$35.00	\$35.00	\$35.00
18 Holes	\$58.00	\$58.00	\$58.00	\$58.00
Rundle Park Golf Course	2015 Fee	Approved 2016 Fee	Approved 2017 Fee	Approved 2018 Fee
<b>Monday to Thursday</b>				
9 Holes	\$20.00	\$20.00	\$20.00	\$20.00
18 Holes	\$28.00	\$28.00	\$28.00	\$28.00
<b>Friday Saturday, Sunday and Holidays</b>				
9 Holes	\$24.00	\$24.00	\$24.00	\$24.00
18 Holes	\$34.00	\$34.00	\$34.00	\$34.00

## Community Standards

### Approved Bylaws

In order to generate the revenues in the approved 2016 - 2018 Budget, Bylaw Amendments and fee changes were approved in the following bylaw:

	2015 Fee	Approved 2016 Fee	Approved 2017 Fee	Approved 2018 Fee
<b><i>Licence Fees (per year)</i></b>				
<b>Dog Licence</b>	\$75	\$76	\$76	\$76
<b>Dog Licence (spayed or neutered)</b>	\$35	\$36	\$36	\$36
<b>Nuisance Dog Licence</b>	\$100	\$100	\$100	\$100
<b>Restricted Dog Licence</b>	\$250	\$250	\$250	\$250
<b>Cat Licence</b>	\$75	\$76	\$76	\$76
<b>Cat Licence (spayed or neutered)</b>	\$20	\$21	\$21	\$21
<b>Pigeon Licence</b>	\$15	\$16	\$16	\$16
<b><i>Other Fees</i></b>				
<b>Shelter and Care:</b>				
(i) for the first day, or part of a day	\$25	\$25	\$25	\$25
(ii) for each additional day, or part of a day	\$15	\$15	\$15	\$15
<b>Replacement Licence tag</b>	\$15	\$15	\$15	\$15
<b>For any required veterinary treatment, actual cost (including drugs and medical supplies)</b>				
<b>*\$1 per licence increase in 2016 all go to Edmonton Humane Society.</b>				

### Neighbourhoods (Fees include GST)

User fees are generally increased as per recommend CPI rate each year.				
	2015 Fee	Approved 2016 Fee	Approved 2017 Fee	Approved 2018 Fee
<b>"Staffed" Diamonds/Rectangular Fields/Art. Tracks</b>				
Adult	\$41.60	\$42.43	\$43.28	\$ 44.15
Minor	\$20.80	\$21.22	\$21.64	\$ 22.07
<b>Diamonds/Rectangular Fields/Art. Tracks</b>				
Adult	\$9.80	\$10.00	\$10.20	\$ 10.40
Minor	\$4.95	\$5.05	\$5.15	\$ 5.25
<b>"Standard" Diamonds/Rectangular Fields</b>				
Adult	\$4.95	\$5.05	\$5.15	\$ 10.40
Minor	\$0.00	\$0.00	\$0.00	\$ 5.25
<b>Johnny Bright - Artificial Turf</b>				
Field - Adult	\$135.25	\$135.25	\$135.25	\$ 135.25
Field - Minor	\$67.65	\$69.68	\$71.77	\$ 73.92
<b>Millwoods - Artificial Turf *</b>				
Field - Adult	\$135.25	\$135.25	\$135.25	\$ 135.25
Field - Minor	\$67.65	\$69.68	\$71.77	\$ 73.92
<b>Picnic Rentals</b>				
Canopied Sites (per hour)	\$36.70	\$37.43	\$ 38.18	\$ 38.95
Non - Canopied Sites (per hour)	\$28.15	\$28.71	\$ 29.29	\$ 29.87
Sites with Ball Diamonds (per hour)	\$36.70	\$37.43	\$ 38.18	\$ 38.95
Borden Park Pavillion (per hour)	\$46.35	\$47.28	\$ 48.22	\$ 49.19
Borden Park Pavillion - Full Day	\$384.95	\$392.65	\$ 400.50	\$ 408.51
Jackie Parker Pavillion (per hour)	\$46.35	\$47.28	\$ 48.22	\$ 49.19
Jackie Parker Pavillion - Full Day	\$384.95	\$392.65	\$ 400.50	\$ 408.51
Goldstick Park Meeting Room (per hour)	\$46.35	\$47.28	\$ 48.22	\$ 49.19
Goldstick Park Meeting Room - Full Day	\$384.95	\$392.65	\$ 400.50	\$ 408.51
Goldstick Park Meeting Room - Event	\$375.15	\$382.65	\$ 390.31	\$ 398.11
John Fry Park - Canopy Site	\$46.20	\$47.12	\$ 48.07	\$ 49.03
<b>Picnic Extra Service Fees</b>				
Power Access at selected sites	\$44.10	\$44.98	\$45.88	\$46.80
Vehicle Access at selected sites	\$44.10	\$44.98	\$45.88	\$46.80
Extra Picnic Tables	\$26.75	\$27.29	\$27.83	\$28.39
Gazebo Bookings (per hour)	\$ 36.50	\$ 37.23	\$37.97	\$38.73
Outdoor Tennis Courts - Adult (per hour)	\$ 8.30	\$ 8.47	\$8.64	\$8.81
Outdoor Tennis Courts - Yth/Senior (per hour)	\$ 6.15	\$ 6.27	\$6.40	\$6.53
Outdoor Tennis Courts - Child (per hour)	\$ 4.25	\$ 4.34	\$4.42	\$4.51

### Fire Rescue Services

#### Bylaws Requiring Approval

In order to generate the revenues in the approved 2016 - 2018 Budget, Bylaw Amendments and fee changes were approved in the following bylaws:

- Bylaw 16310 - Fire Rescue Services Bylaw
- Bylaw 16339 - Correction to Fire Rescue Services Bylaw

Fire Rescue charges for fire inspections, permits, file searches and false alarms. Revenue rates are increased annually by CPI.

	2015 Fee	Approved 2016 Fee	Approved 2017 Fee	Approved 2018 Fee
<b>Fire Inspection Fees</b>				
Inspection of Flammable/Combustible Fuel Tanks each hour	\$ 79.00	\$ 81.00	\$ 81.00	\$ 85.00
Plan Examination and Letter of Compliance	\$ 196.00	\$ 200.00	\$ 200.00	\$ 208.00
Occupancy Load Approval	\$ 127.00	\$ 129.00	\$ 129.00	\$ 135.00
Occupancy Load Certificate Replacement	\$ 65.00	\$ 66.00	\$ 66.00	\$ 70.00
Occupant Load Calculation	\$ 127.00	\$ 129.00	\$ 129.00	\$ 135.00
New Business License Approval				
Low and Moderate Risk	\$ 60.00	\$70.00	\$70.00	\$70.00
High and Maximum Risk	\$ 180.00	\$210.00	\$210.00	\$210.00
Second Re-Inspection of Quality Management Plan occupancy or building	\$ 125.00	\$127.00	\$130.00	\$133.00
Requested Inspection	\$ 125.00	\$127.00	\$130.00	\$133.00
Special Event Floor Plan Review and Inspection (during the hours of 08:00-17:20, Monday to Friday)	\$ 125.00	\$127.00	\$130.00	\$133.00
File Search/Summary Report of Fire Inspection History	\$ 126.00	\$128.00	\$131.00	\$134.00
<b>Fire Permits</b>				
Hazardous Material Permit	\$ 79.00	\$ 81.00	\$ 83.00	\$ 85.00
Fireworks and Pyrotechnic Device Permit	\$ 79.00	\$ 81.00	\$ 83.00	\$ 85.00
Fireworks and Pyrotechnic Device Permit - High Hazard	\$ 157.00	\$ 160.00	\$ 163.00	\$ 166.00
Permit for small indoor venues up to one year	\$ 125.00	\$127.00	\$130.00	\$133.00
Permit for open burning per municipal address up to one year	\$ 125.00	\$127.00	\$130.00	\$133.00
<b>Fire Rescue Fees</b>				
Hazardous Material Incident - One Single Pumper Apparatus	\$ 258.00	\$ 263.00	\$ 269.00	\$ 275.00
Fire Rescue Response to Residential False Alarm 1st Response	\$ -	\$ -	\$ -	\$ -
Fire Rescue Response to Residential False Alarm 2nd Response	\$ 79.00	\$ 81.00	\$ 83.00	\$ 85.00
Fire Rescue Response to Residential False Alarm 3rd Response	\$ 393.00	\$ 400.00	\$ 408.00	\$ 416.00
Fire Rescue Response to Residential False Alarm 4th Response or more	\$ 783.00	\$ 797.00	\$ 813.00	\$ 829.00
Residential Security Alarms routed to Fire Rescue Services	\$ 783.00	\$ 797.00	\$ 813.00	\$ 829.00
Fire Rescue Response to Commercial False Alarm 1st Response	\$ -	\$ -	\$ -	\$ -
Fire Rescue Response to Commercial False Alarm 2nd Response	\$ 306.00	\$ 312.00	\$ 319.00	\$ 326.00
Fire Rescue Response to Commercial False Alarm 3rd Response	\$ 612.00	\$ 623.00	\$ 636.00	\$ 649.00
Fire Rescue Response to Commercial False Alarm 4th Response or more	\$1,224.00	\$1,245.00	\$1,270.00	\$ 1,295.00
Commercial Security Alarms routed to Fire Rescue Services	\$1,224.00	\$1,245.00	\$1,270.00	\$1,295.00

### Current Planning

#### Bylaws Requiring Approval

In 2016, most fees have increased by inflation of 2%. Fees changes in 2017 and 2018 are projected to increase with inflation, however, will be finalized through consultation with the Business Advisory Committee and other stakeholders.

In order to generate the revenues in the approved 2016 - 2018 Budget, City Council approved the Bylaw Amendments and fee changes contained in the following bylaw:

- Bylaw 13138—Business Licence Bylaw: General fee increases in alignment with inflation.

In order to generate the revenues in the approved 2016—2018 Budget, City Council approved the Bylaw Amendments in the following bylaw.

- Bylaw 15894—Safety Codes Permit Bylaw : General fee increases in alignment with inflation. Bylaw separates the fee schedule from the Bylaw to improve efficiency of the budget process and align with similar program areas The fee changes for 2016 have been approve by the City Manager.

	2015 Fee	Approved 2016 Fee	Proposed 2017 Fee	Proposed 2018 Fee
<b>Bylaw 15894 - Safety Codes Permit Bylaw</b>				
<b>Combination Permit Fees</b>				
New Single Detached Houses - 0-1050 sq. ft.	\$1,022.00	\$1,043.00	\$1,064.00	\$1,086.00
New Single Detached Houses - 1051-1150 sq. ft.	\$1,151.00	\$1,175.00	\$1,199.00	\$1,223.00
New Single Detached Houses - 1151-1250 sq. ft.	\$1,213.00	\$1,238.00	\$1,263.00	\$1,289.00
New Single Detached Houses - 1251-1450 sq. ft.	\$1,358.00	\$1,386.00	\$1,414.00	\$1,443.00
New Single Detached Houses - 1451-1650 sq. ft.	\$1,467.00	\$1,497.00	\$1,527.00	\$1,558.00
New Single Detached Houses - 1651-1850 sq. ft.	\$1,578.00	\$1,610.00	\$1,643.00	\$1,676.00
New Single Detached Houses - 1851-2050 sq. ft.	\$1,737.00	\$1,772.00	\$1,808.00	\$1,845.00
New Single Detached Houses - 2051-2250 sq. ft.	\$1,846.00	\$1,883.00	\$1,921.00	\$1,960.00
New Single Detached Houses - 2251-2500 sq. ft.	\$1,978.00	\$2,018.00	\$2,059.00	\$2,101.00
New Single Detached Houses - 2501-3000 sq. ft.	\$2,260.00	\$2,306.00	\$2,353.00	\$2,401.00
New Single Detached Houses - 3001-3500 sq. ft.	\$2,547.00	\$2,598.00	\$2,650.00	\$2,703.00
New Single Detached Houses - 3501-4000 sq. ft.	\$3,056.00	\$3,118.00	\$3,181.00	\$3,245.00
New Single Detached Houses - 4001-4500 sq. ft.	\$3,666.00	\$3,740.00	\$3,815.00	\$3,892.00
New Single Detached Houses - 4501-5000 sq. ft.	\$4,399.00	\$4,487.00	\$4,577.00	\$4,669.00
New Single Detached Houses - 5001-5500 sq. ft.	\$5,279.00	\$5,385.00	\$5,493.00	\$5,603.00
New Single Detached Houses - 5501-6000 sq. ft.	\$6,335.00	\$6,462.00	\$6,592.00	\$6,724.00
New Single Detached Houses - over 6000 sq. ft.	\$7,597.00	\$7,749.00	\$7,904.00	\$8,063.00



### Current Planning

	2015 Fee	Approved 2016 Fee	Proposed 2017 Fee	Proposed 2018 Fee
<b>Building Permit Fees</b>				
Additions and Alterations to Single Detached Housing - \$0-5,000 construction value	\$100.00	\$102.00	\$105.00	\$108.00
Additions and Alterations to Single Detached Housing - \$5,001-10,000 construction value	\$145.00	\$148.00	\$151.00	\$155.00
Additions and Alterations to Single Detached Housing - \$10,001-25,000 construction value	\$250.00	\$255.00	\$261.00	\$267.00
Additions and Alterations to Single Detached Housing - \$25,001-50,000 construction value	\$465.00	\$475.00	\$485.00	\$495.00
Additions and Alterations to Single Detached Housing - \$50,001-100,000 construction value	\$903.00	\$922.00	\$941.00	\$960.00
Additions and Alterations to Single Detached Housing - over \$100,000 construction value	\$1,760.00	\$1,796.00	\$1,832.00	\$1,869.00
Minor Residential: accessory building, uncovered deck, hot tub, swimming pool, detached garage, single family house demolition, or mobile home move on	\$100.00	\$102.00	\$105.00	\$108.00
Commercial, Industrial, Institutional, or Multi-Family (excluding new Semi-Detached, Duplex, Row-Housing or Stacked Row-Housing) Development (per \$1,000 of construction value) for the first \$1,000,000	\$9.80	\$10.00	\$10.20	\$10.40
Commercial, Industrial, Institutional, or Multi-Family (excluding new Semi-Detached, Duplex, Row-Housing or Stacked Row-Housing) Development (per \$1,000 of construction value) over \$1,000,000	\$8.80	\$8.98	\$9.16	\$9.34
New Semi-Detached, Duplex, Row-Housing or Stacked Row-Housing Developments (per sq. ft. of Floor Area)	\$1.18	\$1.20	\$1.22	\$1.25
Commercial, Industrial, Institutional, or Multi-Family Development (minimum fee)	\$146.00	\$149.00	\$152.00	\$156.00
<b>Gas Permits Fees</b>				
Permits for developments not listed above - \$0-15,000 construction value	\$154.00	\$158.00	\$162.00	\$166.00
Permits for developments not listed above - \$15,001-500,000 construction value	\$227.00	\$232.00	\$237.00	\$242.00
Permits for developments not listed above - \$500,001-1,000,000 construction value	\$304.00	\$311.00	\$318.00	\$325.00
Permits for developments not listed above - \$1,000,001-5,000,000 construction value	\$456.00	\$466.00	\$476.00	\$486.00
Permits for developments not listed above - over \$5,000,000 construction value	\$757.00	\$773.00	\$789.00	\$805.00
Each additional meter set	\$40.00	\$41.00	\$42.00	\$43.00
Permits in relation to any single detached housing development or any single unit in a residential multi-family development (All residential permits outside of House Combo)	\$100.00	\$102.00	\$105.00	\$108.00

## Current Planning

	2015 Fee	Approved 2016 Fee	Proposed 2017 Fee	Proposed 2018 Fee
<b>Plumbing Permit Fees</b>				
Permits for any multi-family residential development: fee per unit	\$100.00	\$102.00	\$105.00	\$108.00
Permits for any multi-family residential development: fee per sewer connection	\$100.00	\$102.00	\$105.00	\$108.00
Permits for any multi-family residential development: maximum fee per building	\$190.00	\$194.00	\$198.00	\$202.00
Permits in relation to any single detached housing development or any single unit in a residential multi-family development (All residential permits outside of House Combo (per unit))	\$100.00	\$102.00	\$105.00	\$108.00
Permits for any other undertaking: for each \$1,000 of construction value	\$0.47	\$0.48	\$0.49	\$0.50
Permits for any other undertaking: minimum fee	\$154.00	\$158.00	\$162.00	\$166.00
<b>Heating, Venting, and Air Conditioning Permit Fees</b>				
Permits for any multi-family residential development for each \$1,000 construction value	\$0.55	\$0.56	\$0.57	\$0.58
Permits to alter or replace an existing heating, ventilation and air-conditioning system in a multi-family residential development	\$100.00	\$102.00	\$105.00	\$108.00
Permits in relation to any single detached housing development or any single unit in a residential multi-family development	\$100.00	\$102.00	\$105.00	\$108.00
Permits for any other undertaking: for each \$1,000 of construction value	\$0.55	\$0.56	\$0.57	\$0.58
Permits for any other undertaking: minimum fee	\$154.00	\$158.00	\$162.00	\$166.00
<b>Hoarding Permit Fees</b>				
(a) If the hoarding does not project onto road surface (for each lineal metre of right-of-way occupied by the hoarding between the property line and the edge of the surface of the roadway)	\$4.78	\$4.88	\$4.97	\$5.07
(b) If the hoarding projects no more than 2.4 metres from the edge of the road (per square metre of road surface occupied by the hoarding to maximum projection of 2.4 metres from the edge of the road plus the amount identified in subsection (a))	\$3.74	\$3.81	\$3.89	\$3.97
(c) If the hoarding projects more than 2.4 metres from the edge of the road (per square metre of road surface occupied by the hoarding which projects further than 2.4 metres from the edge of the road, plus the amount identified in subsections (a) and (b))	\$14.62	\$14.91	\$15.21	\$15.51

### Current Planning

	2015 Fee	Approved 2016 Fee	Proposed 2017 Fee	Proposed 2018 Fee
<b>Hoarding Permit Fees (continued)</b>				
(d) If the hoarding projects no more than 1.5 metres onto a lane (per square metre of lane surface occupied by the hoarding to a maximum projection of 1.5 metres from the property line)	\$3.74	\$3.81	\$3.89	\$3.97
(e) If the hoarding projects more than 1.5 metres onto a lane (per square metre of lane surface occupied by the hoarding which projects further than 1.5 metres from the property line plus the amount identified in subsection (d))	\$14.62	\$14.91	\$15.21	\$15.51
<b>Electrical Permit Fees</b>				
New Single Detached Houses - Underground Service Cable Permit	\$75.00	\$77.00	\$79.00	\$81.00
New Single Detached Houses - Wiring Permit - 0-1050 sq. ft.	\$213.00	\$218.00	\$223.00	\$228.00
New Single Detached Houses - Wiring Permit - 1051-1150 sq. ft.	\$222.00	\$227.00	\$232.00	\$237.00
New Single Detached Houses - Wiring Permit - 1151-1250 sq. ft.	\$231.00	\$236.00	\$241.00	\$246.00
New Single Detached Houses - Wiring Permit - 1251-1450 sq. ft.	\$240.00	\$245.00	\$250.00	\$255.00
New Single Detached Houses - Wiring Permit - 1451-1650 sq. ft.	\$249.00	\$254.00	\$260.00	\$266.00
New Single Detached Houses - Wiring Permit - 1651-1850 sq. ft.	\$259.00	\$265.00	\$271.00	\$277.00
New Single Detached Houses - Wiring Permit - 1851-2050 sq. ft.	\$270.00	\$276.00	\$282.00	\$288.00
New Single Detached Houses - Wiring Permit - 2051-2250 sq. ft.	\$281.00	\$287.00	\$293.00	\$299.00
New Single Detached Houses - Wiring Permit - 2251-2500 sq. ft.	\$292.00	\$298.00	\$304.00	\$311.00
New Single Detached Houses - Wiring Permit - 2501-3000 sq. ft.	\$303.00	\$310.00	\$317.00	\$324.00
New Single Detached Houses - Wiring Permit - 3001-3500 sq. ft.	\$316.00	\$323.00	\$330.00	\$337.00
New Single Detached Houses - Wiring Permit - 3501-4000 sq. ft.	\$328.00	\$335.00	\$342.00	\$349.00
New Single Detached Houses - Wiring Permit - 4001-4500 sq. ft.	\$341.00	\$348.00	\$355.00	\$363.00
New Single Detached Houses - Wiring Permit - 4501-5000 sq. ft.	\$355.00	\$363.00	\$371.00	\$379.00
New Single Detached Houses - Wiring Permit - 5001-5500 sq. ft.	\$369.00	\$377.00	\$385.00	\$393.00
New Single Detached Houses - Wiring Permit - 5501-6000 sq. ft.	\$384.00	\$392.00	\$400.00	\$408.00
New Single Detached Houses - Wiring Permit - over 6000 sq. ft.	\$399.00	\$407.00	\$416.00	\$425.00
New Semi-Detached and Row Housing - Underground (Meter) Permit	\$75.00	\$77.00	\$79.00	\$81.00
New Semi-Detached and Row Housing - Wiring Permit	\$200.00	\$204.00	\$209.00	\$214.00
New Apartment Units - Underground (Meter) Permit	\$162.00	\$166.00	\$170.00	\$174.00
New Apartment Units - Wiring Permit (per dwelling)	\$105.00	\$108.00	\$111.00	\$114.00
Service Change - applied for by the owner who resides in a single family residential dwelling	- 109 - \$185.00	\$189.00	\$193.00	\$197.00

### Current Planning

	2015 Fee	Approved 2016 Fee	Proposed 2017 Fee	Proposed 2018 Fee
<b>Electrical Permit Fees (continued)</b>				
Minor Alterations (Garages, Basements, etc.) - applied for by the owner who resides in a single family residential dwelling	\$135.00	\$138.00	\$141.00	\$144.00
Annual Electrical Permit - \$5,000 or less Installation Cost (Minimum Fee)	\$250.00	\$255.00	\$261.00	\$267.00
Annual Electrical Permit - \$5,000 or less Installation Cost (plus, for each \$100)	\$4.50	\$4.59	\$5.00	\$6.00
Annual Electrical Permit - \$5,001 - \$50,000 Installation Cost (Minimum Fee)	\$480.00	\$490.00	\$500.00	\$510.00
Annual Electrical Permit - \$5,001 - \$50,000 Installation Cost (plus, for each \$100 over \$5,000)	\$1.60	\$1.63	\$1.66	\$1.70
Annual Electrical Permit - \$50,001 - \$1,000,000 Installation Cost (Minimum Fee)	\$1,206.00	\$1,231.00	\$1,256.00	\$1,282.00
Annual Electrical Permit - \$50,001 - \$1,000,000 Installation Cost (plus, for each \$100 over \$50,000)	\$1.10	\$1.12	\$1.14	\$1.17
Annual Electrical Permit - \$1,000,001 - \$3,000,000 Installation Cost (Minimum Fee)	\$12,615.00	\$12,868.00	\$13,126.00	\$13,389.00
Annual Electrical Permit - \$1,000,001 - \$3,000,000 Installation Cost (plus, for each \$100 over \$1,000,000)	\$0.75	\$0.77	\$0.78	\$0.80
Annual Electrical Permit - over \$3,000,000 Installation Cost (Minimum Fee)	\$28,995.00	\$29,575.00	\$30,167.00	\$30,771.00
Annual Electrical Permit - over \$3,000,000 Installation Cost (plus, for each \$100 over \$3,000,000)	\$0.25	\$0.26	\$0.26	\$0.27
Annual Electrical Permit - Additional Fee, per each additional hour of inspection time	\$105.00	\$108.00	\$111.00	\$114.00
Permit for a temporary event, fee per hour, or portion thereof, of inspection and reporting required: fee for the first hour	\$135.00	\$138.00	\$141.00	\$144.00
Permit for a temporary event, fee per hour, or portion thereof, of inspection and reporting required: fee for each additional hour	\$105.00	\$108.00	\$111.00	\$114.00
Double those amounts for inspections required before 8 A.M. or after 5 P.M. (after hour inspection) on weekdays or any inspections on weekends or statutory holiday, for with a minimum charge ( for first 3 hours) of:	\$480.00	\$490.00	\$500.00	\$510.00
After hour inspection- Each Additional hour after first 3 hours.	\$0.00	\$240.00	\$245.00	\$250.00
Stand Alone Electrical Permits (based on electrical installation cost): \$0 - \$3,000	\$135.00	\$138.00	\$141.00	\$144.00
Stand Alone Electrical Permits (based on electrical ins cost): \$3,001 - \$10,000, plus	\$61.00	\$63.00	\$65.00	\$67.00
the Electrical Installation Cost multiplied by:	0.0247	0.0252	0.0257	0.0262
\$10,001 - \$50,000, plus	\$250.00	\$255.00	\$261.00	\$267.00
the Electrical Installation Cost multiplied by:	0.0056	0.0057	0.0058	0.0059
\$50,001 - \$250,000, plus	\$330.00	\$337.00	\$344.00	\$351.00
the Electrical Installation Cost multiplied by:	0.0041	0.0042	0.0043	0.0044
Over \$250,000, plus	\$900.00	\$918.00	\$937.00	\$956.00
the Electrical Installation Cost multiplied by:	0.0019	0.0019	0.0020	0.0020

### Current Planning

	2015 Fee	Approved 2016 Fee	Proposed 2017 Fee	Proposed 2018 Fee
<b>Electrical Permit Fees (continued)</b>				
Electrical Permits obtained in connection with other permits (based on total construction value): \$0 - \$24,000	\$135.00	\$138.00	\$141.00	\$144.00
Electrical Permits obtained in connection with other permits (based on total construction value): \$24,001 - \$80,000, plus the Construction Value multiplied by:	\$61.00 0.0031	\$63.00 \$0.0032	\$65.00 \$0.0032	\$67.00 \$0.0033
Electrical Permits obtained in connection with other permits (based on total construction value): \$80,001 - \$400,000, plus the Construction Value multiplied by:	\$250.00 0.0007	\$255.00 \$0.0007	\$261.00 0.0007	\$267.00 \$0.0007
Electrical Permits obtained in connection with other permits (based on total construction value): \$400,001 - \$2,000,000, plus the Construction Value multiplied by:	\$330.00 0.0005	\$337.00 0.0005	\$344.00 0.0005	\$351.00 0.0005
Electrical Permits obtained in connection with other permits (based on total construction value): Over \$2,000,000, plus the Construction Value multiplied by:	\$900.00 0.00024	\$918.00 \$0.00024	\$937.00 0.00025	\$956.00 0.00025
<b>Additional Fees</b>				
The fee for an additional inspection or revision of plan examination (minimum)	\$240.00	\$245.00	\$250.00	\$255.00
Any interior alterations to a commercial or industrial building that are commenced without a permit is double the regular permit fees, plus	\$361.00	\$369.00	\$377.00	\$385.00
Outstanding Orders Search (per title lot)	\$100.00	\$102.00	\$105.00	\$108.00
Occupant Load Certificate	\$100.00	\$102.00	\$105.00	\$108.00
If a permit is extended or reactivated, the Owner shall pay a fee equal to one-half (1/2) of the amount required for a new permit for such project, provided no changes have been made or proposed to what was originally approved.	1/2 ORIGINAL PERMIT COST	1/2 ORIGINAL PERMIT COST	1/2 ORIGINAL PERMIT COST	1/2 ORIGINAL PERMIT COST

## Current Planning

	2015 Fee	Approved 2016 Fee	Proposed 2017 Fee	Proposed 2018 Fee
<b>Development Permits and Compliance Fees</b>				
<b>A. Residential Applications</b>				
Accessory Buildings, Swimming Pools, Uncovered Decks	\$105.00	\$108.00	\$111.00	\$114.00
Hot tubs, Solar Panels (unless part of another development permit application)	\$105.00	\$108.00	\$111.00	\$114.00
Additions to Single Detached, Duplex, or Semi-Detached Housing	\$385.00	\$393.00	\$401.00	\$410.00
Exterior Alterations to Single Detached, Duplex, or Semi-Detached Housing	\$155.00	\$159.00	\$163.00	\$167.00
Over-height Fences, Recreational Vehicle Parking	\$161.00	\$165.00	\$169.00	\$173.00
Secondary Suites, Garage and Garden Suites (outside of the combo permit)	\$260.00	\$266.00	\$272.00	\$278.00
New Single Detached Housing (outside of house combo permit application), Duplex, Semi-detached, Residential Sales Centres	\$447.00	\$456.00	\$466.00	\$476.00
Mobile Home Move On and Additions	\$156.00	\$160.00	\$164.00	\$168.00
New or Additions to Apartment and Row Housing, and all other housing not listed above, up to four dwelling units	\$770.00	\$786.00	\$802.00	\$819.00
Plus, for each additional dwelling unit	\$68.00	\$70.00	\$72.00	\$74.00
Exterior Alterations to Existing Apartment Units or Row Housing Units	\$333.00	\$340.00	\$347.00	\$354.00
Minor Home Occupation	\$114.00	\$117.00	\$120.00	\$123.00
Major Home Occupation	\$291.00	\$297.00	\$303.00	\$310.00
Group Homes, Limited Group Homes	\$312.00	\$319.00	\$326.00	\$333.00
Residential Move On	\$312.00	\$319.00	\$326.00	\$333.00
<b>B. Commercial, Industrial, Institutional, Mixed-Use Applications</b>				
For new buildings or additions to existing buildings with a gross Floor Area up to 500 m <sup>2</sup> (5,381.95 sq. ft.)	\$811.00	\$893.00	\$911.00	\$930.00
Plus, for each additional 100 m <sup>2</sup> (1,076.39 sq. ft.) of gross floor area or part thereof in commercial portion	\$88.00	\$90.00	\$92.00	\$94.00
For new mixed-use buildings with a gross Floor Area up to 500 m <sup>2</sup> in commercial portion and up to four dwelling units in residential portion	\$1,581.00	\$1,740.00	\$1,775.00	\$1,811.00
Plus, for each additional 100 m <sup>2</sup> (1,076.39 sq. ft.) of gross floor area or part thereof in commercial portion	\$88.00	\$90.00	\$92.00	\$94.00
Plus, for each additional dwelling unit in residential portion	\$68.00	\$70.00	\$72.00	\$74.00
Exterior alterations or renovations to existing buildings	\$333.00	\$340.00	\$347.00	\$354.00
Outdoor Patio, Temporary Event Tents, Temporary Garden Greenhouse, Garden Centre, Solar Panels	\$333.00	\$340.00	\$347.00	\$354.00
Sidewalk Café minor /per 5 years	\$25.00	\$26.00	\$27.00	\$28.00
Sidewalk Café major (includes licence) / per 5 years	\$100.00	\$102.00	\$105.00	\$108.00
Commercial Move On	\$811.00	\$828.00	\$845.00	\$862.00



### Current Planning

	2015 Fee	Approved 2016 Fee	Proposed 2017 Fee	Proposed 2018 Fee
<b>C. All Land Use Applications</b>				
Change of Use - Permitted Use or Uses in Direct Control Districts	\$254.00	\$260.00	\$266.00	\$272.00
Change of Use - Discretionary Use	\$316.00	\$323.00	\$330.00	\$337.00
Child Care Services	\$300.00	\$306.00	\$313.00	\$320.00
Demolitions	\$78.00	\$80.00	\$82.00	\$84.00
Vehicular Parking Lots	\$770.00	\$786.00	\$802.00	\$819.00
Cell Tower - Rooftop	\$2,423.00	\$2,472.00	\$2,522.00	\$2,573.00
Cell Tower - Freestanding	\$3,245.00	\$3,310.00	\$3,377.00	\$3,445.00
Temporary Signs - permit valid for up to 90 days	\$85.00	\$87.00	\$89.00	\$91.00
Temporary Signs - permit valid for over 90 days	\$255.00	\$261.00	\$267.00	\$273.00
Fascia Signs	\$85.00	\$87.00	\$89.00	\$91.00
Freestanding, Projecting or Roof Signs	\$255.00	\$261.00	\$267.00	\$273.00
Digital Signs	\$416.00	\$425.00	\$434.00	\$443.00
Urban Indoor Farm	N/A	\$50.00	\$51.00	\$53.00
Urban Outdoor Farm	N/A	\$254.00	\$260.00	\$266.00
Urban Garden	N/A	\$50.00	\$51.00	\$53.00
Satellite Signal Receiving Antennae, Amateur Radio Antennae and support structures	\$172.00	\$176.00	\$180.00	\$184.00
<b>D. Compliance Certificates / Zoning Confirmation</b>				
Compliance Certificate - Single Detached, Semi-Detached, Duplex - Regular Service	\$120.00	\$123.00	\$126.00	\$129.00
Compliance Certificate - Single Detached, Semi-Detached, Duplex - Express Service	\$239.00	\$244.00	\$249.00	\$254.00
Compliance Certificate - Others (Multi-family, Commercial, Industrial) - Regular Service	\$250.00	\$255.00	\$261.00	\$267.00
Compliance Certificate - Others (Multi-family, Commercial, Industrial) - Express Service	\$499.00	\$509.00	\$520.00	\$531.00
Compliance Certificate Restamp	\$75.00	\$77.00	\$79.00	\$81.00
Written Confirmation of Zoning (per site)	\$100.00	\$102.00	\$105.00	\$108.00
Search of File for Outstanding Orders (per site)	\$100.00	\$102.00	\$105.00	\$108.00
<b>E. Leave as Built Permit</b>				
Accessory building for house	\$100.00	\$102.00	\$105.00	\$108.00
Single Detached House, Semi-Detached House, Duplex	\$150.00	\$153.00	\$157.00	\$161.00
Other than above (Multi-Family, Commercial, Industrial, etc.)	\$350.00	\$357.00	\$365.00	\$373.00

### Current Planning

	2015 Fee	Approved 2016 Fee	Proposed 2017 Fee	Proposed 2018 Fee
<b>F. Additional Fees</b>				
Notification fee - Minor residential applications. Includes: accessory building, uncovered deck, swimming pool, hot tub, additions, exterior alterations, over-height fence, etc.	\$40.00	\$41.00	\$42.00	\$43.00
Notification fee - All other applications. Includes: secondary suites, new house construction, all commercial and industrial permits, group homes, signs, etc. Excludes major home occupation	\$100.00	\$102.00	\$105.00	\$108.00
Developments Existing Without Permits	Double the regular application fee	Double the regular application fee	Double the regular application fee	Double the regular application fee
Minor Amendment to Development Permit Application - Minor Residential Applications	\$100.00	\$102.00	\$105.00	\$108.00
Minor Amendment to Development Permit Application - Single Detached House, Semi-Detached House, Duplex	\$150.00	\$153.00	\$157.00	\$161.00
Minor Amendment to Development Permit Application - Other than above (Multi-Family, Commercial, Industrial, etc.)	\$350.00	\$357.00	\$365.00	\$373.00
Re-circulation (3rd and subsequent recirculation)	50% of original permit fee	50% of original permit fee	50% of original permit fee	50% of original permit fee
Pre-application Meeting	\$300.00	\$306.00	\$313.00	\$320.00



## Current Planning

	2015 Fee	Approved 2016 Fee	Proposed 2017 Fee	Proposed 2018 Fee
<b>Land Development Application Fees</b>				
<b>A. Rezoning Applications</b>				
Rezoning - Zone Category 1 to 1;				
	\$1,248.00	\$1,248.00	\$1,273.00	\$1,299.00
Rezoning - Zone Category 2 to 2	\$1,248.00	\$1,456.00	\$1,486.00	\$1,516.00
Rezoning - Zone Category 2 to 1,6; Zone Category 3 to 1,2,3,4,6; Zone Category 4 to 1,2,3,4; Zone Category 5 to 1,2,3,4; Zone Category 6 to 1,2; Zone Category 7 to 1,2; Zone Category 8 to 1,2	\$1,456.00	\$1,456.00	\$1,486.00	\$1,516.00
Rezoning - Zone Category 1 to 8; Zone Category 4 to 6; Zone Category 5 to 5; Zone Category 6 to 3,4; Zone Category 7 to 6	\$1,768.00	\$1,768.00	\$1,804.00	\$1,841.00
Rezoning - Zone Category 1 to 2,6; Zone Category 2 to 3; Zone Category 5 to 6,8; Zone Category 6 to 8; Zone Category 7 to 3,4,8; Zone Category 8 to 3,4,6	\$2,184.00	\$2,184.00	\$2,228.00	\$2,273.00
Rezoning - Zone Category 1 to 3; Zone Category 2 to 4; Zone Category 4 to 5; Zone Category 6 to 5; Zone Category 7 to 5,7; Zone Category 8 to 5	\$3,120.00	\$3,120.00	\$3,183.00	\$3,247.00
Rezoning - Zone Category 1 to 7; Zone Category 2 to 7; Zone Category 3 to 7; Zone Category 8 to 7;	\$3,640.00	\$3,640.00	\$3,713.00	\$3,788.00
Rezoning - Zone Category 1 to 4; Zone Category 4 to 7; Zone Category 5 to 7; Zone Category 6 to 6	\$4,160.00	\$4,160.00	\$4,244.00	\$4,329.00
Rezoning - Zone Category 1 to 5; Zone Category 2 to 5; Zone Category 3 to 5;	\$4,472.00	\$4,472.00	\$4,562.00	\$4,654.00
Rezoning - Zone Category 2 to 8; Zone Category 3 to 8; Zone Category 4 to 8	\$2,600.00	\$2,600.00	\$2,652.00	\$2,706.00

### Current Planning

	2015 Fee	Approved 2016 Fee	Proposed 2017 Fee	Proposed 2018 Fee
<b>A. Rezoning Applications (continued)</b>				
Rezoning - Zone Category 6 to 7	\$4,992.00	\$4,992.00	\$5,092.00	\$5,194.00
Rezoning - Zone Category 8 to 8	\$1,560.00	\$1,560.00	\$1,592.00	\$1,624.00
Rezoning - Direct Control - Administrative	\$6,174.00	\$6,298.00	\$6,424.00	\$6,553.00
Rezoning - Direct Control - Minor (Base Fee)	\$6,174.00	\$6,298.00	\$6,424.00	\$6,553.00
Rezoning - Direct Control - Minor (plus, per m <sup>2</sup> of buildable	\$0.50	\$0.50	\$0.51	\$0.52
Rezoning - Direct Control - Major (Base Fee)	\$12,348.00	\$12,595.00	\$12,847.00	\$13,104.00
Rezoning - Direct Control - Major (plus, per m <sup>2</sup> of buildable floor area = site size * FAR)	\$1.00	\$0.85	\$0.87	\$0.88
Text Amendment to the Zoning Bylaw	\$2,080.00	\$2,122.00	\$2,165.00	\$2,209.00
<b>B. Concept Plans and Plan Amendments</b>				
Municipal Development Plan Amendment	\$8,320.00	\$8,487.00	\$8,657.00	\$8,831.00
Area Structure Plan, Neighbourhood Structure Plan, Servicing Design Concept Brief, Outline Plan (per gross ha)	\$281.00	\$287.00	\$293.00	\$299.00
Area Structure Plan, Neighbourhood Structure Plan, Servicing Design Concept Brief, Outline Plan (minimum fee)	\$2,548.00	\$2,599.00	\$2,651.00	\$2,705.00
Area Structure Plan Amendment (per gross ha)	\$281.00	\$287.00	\$293.00	\$299.00
Area Structure Plan Amendment (minimum fee)	\$2,548.00	\$2,599.00	\$2,651.00	\$2,705.00
Neighbourhood Structure Plan Amendment , Area Redevelopment Plan Amendment(per gross ha)	\$281.00	\$287.00	\$293.00	\$299.00
Neighbourhood Structure Plan Amendment, Area Redevelopment Plan Amendment (minimum fee)	\$2,548.00	\$2,599.00	\$2,651.00	\$2,705.00
<b>C. Road Closure Applications</b>				
Road Closure Application Fee	\$1,125.00	\$1,148.00	\$1,171.00	\$1,195.00
<b>D. Addressing Fees</b>				
Change of Address (per address)	\$337.00	\$344.00	\$351.00	\$359.00
<b>E. Show Home Agreement</b>				
Show Home Agreement Application Fee	\$1,000.00	\$1,020.00	\$1,041.00	\$1,062.00

### Current Planning

	2015 Fee	Approved 2016 Fee	Proposed 2017 Fee	Proposed 2018 Fee
<b>F. Subdivisions and Condominium Applications</b>				
Subdivision Application Fee - each lot designated for single detached or semi-detached dwelling	\$259.00	\$265.00	\$271.00	\$277.00
Subdivision Application Fee - each lot designated for multiple residential development	\$2,388.00	\$2,436.00	\$2,485.00	\$2,535.00
Subdivision Application Fee - each lot designated for commercial development	\$1,566.00	\$1,598.00	\$1,630.00	\$1,663.00
Subdivision Application Fee - each lot designated for industrial development - 0.5 ha or less	\$647.00	\$660.00	\$674.00	\$688.00
Subdivision Application Fee - each lot designated for industrial development - 0.5 ha to 1 ha	\$1,293.00	\$1,319.00	\$1,346.00	\$1,373.00
Subdivision Application Fee - each lot designated for industrial development - 1 ha to 1.5 ha	\$1,946.00	\$1,985.00	\$2,025.00	\$2,066.00
Subdivision Application Fee - each lot designated for industrial development - over 1.5 ha	\$2,598.00	\$2,650.00	\$2,703.00	\$2,758.00
Subdivision Application Fee - each lot designated but not covered by the above categories, except reserve lot or public utility lot	\$259.00	\$265.00	\$271.00	\$277.00
Subdivision Endorsement Fee - each lot designated for single detached or semi-detached dwelling	\$623.00	\$636.00	\$649.00	\$662.00
Subdivision Endorsement Fee - each lot designated for multiple residential development	\$2,756.00	\$2,812.00	\$2,869.00	\$2,927.00
Subdivision Endorsement Fee - each lot designated for commercial development	\$1,934.00	\$1,973.00	\$2,013.00	\$2,054.00
Subdivision Endorsement Fee - each lot designated for industrial development - 0.5 ha or less	\$1,016.00	\$1,037.00	\$1,058.00	\$1,080.00
Subdivision Endorsement Fee - each lot designated for industrial development - 0.5 ha to 1 ha	\$1,656.00	\$1,690.00	\$1,724.00	\$1,759.00
Subdivision Endorsement Fee - each lot designated for industrial development - 1 ha to 1.5 ha	\$2,314.00	\$2,361.00	\$2,409.00	\$2,458.00
Subdivision Endorsement Fee - each lot designated for industrial development - over 1.5 ha	\$3,006.00	\$3,067.00	\$3,129.00	\$3,192.00
Subdivision Endorsement Fee - each lot designated but not covered by the above categories, except reserve lot or public utility lot	\$623.00	\$636.00	\$649.00	\$662.00
Processing after Subdivision Authority Staging Request fee (per request)	\$400.00	\$408.00	\$417.00	\$426.00
Time Extension for Endorsement	\$400.00	\$408.00	\$417.00	\$426.00
<b>Bare Land Condominium Fees</b>				
Bare Land Condominium Application Fee (per bare land unit to be created)	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees
Bare Land Condominium Endorsement Fee (per bare land unit to be created)	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees
Flat fee for parking stalls converted to a bare land unit (per stall)	\$146.00	\$149.00	\$152.00	\$156.00

### Current Planning

	2015 Fee	Approved 2016 Fee	Proposed 2017 Fee	Proposed 2018 Fee
<b>Strata Space Plan Fees</b>				
Strata Space Plan Application Fee	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees
Strata Space Plan Endorsement Fee	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees
<b>Condominium Fees</b>				
Application fee per unit excluding common property pursuant to the Condominium Property Regulation	\$40.00	\$40.00	\$41.00	\$42.00
Flat fee for parking stalls converted to condominium units (per stall)	\$24.00	\$25.00	\$26.00	\$27.00
<b>G. Additional Land Development Application Fees</b>				
Re-circulation (3rd and subsequent recirculation)	\$1,000.00	\$1,020.00	\$1,041.00	\$1,062.00
Authorization Fee	\$2,548.00	\$2,599.00	\$2,651.00	\$2,705.00
Pre-Application Meeting	\$300.00	\$306.00	\$313.00	\$320.00
Advertising Fee	\$1,286.00	\$1,312.00	\$1,339.00	\$1,366.00
Re-notification Fee	\$1.00	\$1.00	\$2.00	\$3.00
DC2 Notification Fee (per label)	\$36.00	\$37.00	\$38.00	\$39.00
DC2 Notification Fee minimum	\$1.00	\$1.00	\$2.00	\$3.00
International Notification Fee (per label)	\$3.00	\$3.00	\$4.00	\$5.00
<b>Vending Permit Fees</b>				
Vending Permit Fee - Standard Vendor, per month	\$111.00	\$115.00	\$118.00	\$121.00
Vending Permit Fee - Standard Vendor, per day	\$11.00	\$12.00	\$13.00	\$14.00
Vending Permit Fee - Not for Profit, per month	\$20.00	\$21.00	\$22.00	\$23.00
Vending Permit Fee - Artist, per month	\$10.00	\$11.00	\$12.00	\$13.00
Umbrella Vending Permit - Standard Vendor, vendor per event	\$56.00	\$58.00	\$60.00	\$62.00
Umbrella Vending Permit - Not for Profit Vendor, vendor per event	\$20.00	\$21.00	\$22.00	\$23.00
Umbrella Vending Permit - Artist, vendor per event	\$10.00	\$11.00	\$12.00	\$13.00
Special Event Vending Permit - Standard Vendor, per event	\$35.00	\$36.00	\$37.00	\$38.00
Special Event Vending Permit - Not for Profit Vendor, per event	\$20.00	\$21.00	\$22.00	\$23.00
Special Event Vending Permit - Artist, per event	\$10.00	\$11.00	\$12.00	\$13.00

## Current Planning

	2015 Fee	Approved 2016 Fee	Proposed 2017 Fee	Proposed 2018 Fee
<b>Business Licence - Bylaw 13138</b>				
Licence Fee: Adult Theatre	\$2,192.00	\$2,236.00	\$2,281.00	\$2,327.00
Licence Fee: After Hours Dance Club	\$583.00	\$595.00	\$607.00	\$620.00
Licence Fee: After Hours Dance Event	\$365.00	\$373.00	\$381.00	\$389.00
Licence Fee: Alcohol Sales (Consumption off Premises)	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Alcohol Sales (Consumption on Premises/Minors Allowed)	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Alcohol Sales (Consumption on Premises/Minors Prohibited)	\$583.00	\$595.00	\$607.00	\$620.00
Licence Fee: Amusement Establishment	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Auction Establishment	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Bed and Breakfast	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Bingo Establishment	\$450.00	\$459.00	\$469.00	\$479.00
Licence Fee: Body Rub Centre	\$746.00	\$761.00	\$777.00	\$793.00
Licence Fee: Body Rub Practitioner	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Carnival (25 or more shows/games/rides); fee per day	\$1,746.00	\$1,781.00	\$1,817.00	\$1,854.00
Licence Fee: Carnival (25 or more shows/games/rides); maximum per year	\$17,458.00	\$17,808.00	\$18,165.00	\$18,529.00
Licence Fee: Carnival (less than 25 shows/games/rides)	\$733.00	\$748.00	\$763.00	\$779.00
Licence Fee: Casino Establishment	\$2,924.00	\$2,983.00	\$3,043.00	\$3,104.00
Licence Fee: Commercial Schools	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Construction Vehicle and Equipment Sales/Rentals	\$220.00	\$225.00	\$230.00	\$235.00
Consultation Fee	\$70.00	\$72.00	\$74.00	\$76.00
Licence Fee: Delivery/Transportation Services (per vehicle)	\$70.00	\$72.00	\$74.00	\$76.00
Licence Fee: Escort	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Escort Agency	\$5,850.00	\$5,967.00	\$6,087.00	\$6,209.00
Licence Fee: Escort Agency (Independent)	\$1,040.00	\$1,061.00	\$1,083.00	\$1,105.00
Licence Fee: Exhibition Hall	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Exotic Entertainer	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Exotic Entertainment Agency	\$5,850.00	\$5,967.00	\$6,087.00	\$6,209.00
Licence Fee: Exotic Entertainment Venue	\$533.00	\$544.00	\$555.00	\$567.00
Licence Fee: Farmers' Market	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Festival	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Firearm/Ammunition Dealer	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Flea Market	\$450.00	\$459.00	\$469.00	\$479.00
Licence Fee: Flea Market Vendor	\$50.00	\$51.00	\$53.00	\$55.00
Licence Fee: Food Processing	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Funeral, Cremation and Cemetery Services	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: General Business	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: General Contractor	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: General Industrial	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Health Enhancement Centre	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Health Enhancement Centre (Independent)	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Health Enhancement Practitioner	\$85.00	\$87.00	\$89.00	\$91.00

### Current Planning

	2015 Fee	Approved 2016 Fee	Proposed 2017 Fee	Proposed 2018 Fee
<b>Business Licence - Bylaw 13138 (continued)</b>				
Licence Fee: Home Based Business	\$50.00	\$50.00	\$51.00	\$53.00
Licence Fee: Livestock Operation	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Major Retail Store	\$450.00	\$459.00	\$469.00	\$479.00
Licence Fee: Minor Retail Store	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Non-Profit Organization	\$40.00	\$41.00	\$42.00	\$43.00
Licence Fee: Non-Resident Fee	\$507.00	\$518.00	\$529.00	\$540.00
Licence Fee: Participant Recreation Services	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Pawn Shop	\$450.00	\$459.00	\$469.00	\$479.00
Licence Fee: Personal Service Shop	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Rental Accommodation	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Restaurant or Food Service	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Second Hand Store	\$450.00	\$459.00	\$469.00	\$479.00
Service Fee	\$45.00	\$46.00	\$47.00	\$48.00
Licence Fee: Small Animal Breeding/Boarding Establishment	\$450.00	\$459.00	\$469.00	\$479.00
Licence Fee: Spectator Entertainment Establishment	\$450.00	\$459.00	\$469.00	\$479.00
Licence Fee: Tobacco Sales	\$450.00	\$459.00	\$469.00	\$479.00
Licence Fee: Travelling or Temporary Sales	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Travelling or Temporary Sales (1-3 Days)	\$50.00	\$51.00	\$53.00	\$55.00
Licence Fee: Travelling or Temporary Food Sales	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Travelling or Temporary Food Sales (1-3 Days)	\$50.00	\$51.00	\$53.00	\$55.00
Licence Fee: Vehicle Fuelling Station	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Vehicle Repair	\$220.00	\$225.00	\$230.00	\$235.00
Licence Fee: Vehicle Sales/Rentals	\$220.00	\$225.00	\$230.00	\$235.00

### Current Planning

	2015 Fee	Approved 2016 Fee	Proposed 2017 Fee	Proposed 2018 Fee
<b>Bylaw 12513 - City Streets Development Control</b>				
Application Fee - Encroachments which do not protrude into the City Lands by more than 0.05 meters and are covered by a Letter of Consent rather than an Encroachment Agreement	No Charge	No Charge	No Charge	No Charge
Application Fee - Applications that do not require circulation to Civic Departments, utility companies or any other related parties	\$300.00	\$300.00	\$300.00	\$300.00
Application Fee - All other applications	\$500.00	\$500.00	\$500.00	\$500.00
Application Fee - Pedways with gross floor area up to 500 m <sup>2</sup>	\$600.00	\$600.00	\$600.00	\$600.00
Application Fee - Pedways - Plus, for each additional 100 m <sup>2</sup> of gross floor area	\$45.00	\$45.00	\$45.00	\$45.00
Encroachment Fee - Encroachments onto Easements	\$50.00	\$50.00	\$50.00	\$50.00
Encroachment Fee - Proposed aerial encroachments that do not have structural supports beyond the property line of the Owner's Land and are designed to provide significant weather protection for pedestrians on the City sidewalk below, or projecting signs	\$50.00	\$50.00	\$50.00	\$50.00
Encroachment Fee - Encroachments which do not protrude into the City Lands by more than 0.05 meters and are covered by a Letter of Consent rather than an Encroachment Agreement	\$100.00	\$100.00	\$100.00	\$100.00
Encroachment Fee - Encroachments which do not protrude into the City Lands by more than 0.3 meters and which cover not more than 2 square meters	\$100.00	\$100.00	\$100.00	\$100.00
Encroachment Fee - Encroachments which do not protrude into the City Lands by more than 0.3 meters and which cover more than 2 square meters but not more than 5 square meters	\$350.00	\$350.00	\$350.00	\$350.00
Encroachment Fee - Encroachments which protrude more than 0.3 meters into the City Lands and which cover more than 5 square meters	Assessed Value of the Owner's Land, divided by the Area of the Owner's Land, times the Area of the Encroachment	Assessed Value of the Owner's Land, divided by the Area of the Owner's Land, times the Area of the Encroachment	Assessed Value of the Owner's Land, divided by the Area of the Owner's Land, times the Area of the Encroachment	Assessed Value of the Owner's Land, divided by the Area of the Owner's Land, times the Area of the Encroachment



### Current Planning

	2015 Fee	Approved 2016 Fee	Proposed 2017 Fee	Proposed 2018 Fee
<b>Vehicle For Hire - Bylaw 14700</b>				
<b>Taxis and Accessible Taxis</b>				
Taxi Vehicle Licence Issue or Renewal	\$410.00	\$410.00	\$410.00	\$410.00
Taxi Vehicle Licence Late Renewal (each month)	\$55.00	\$55.00	\$55.00	\$55.00
Taxi Vehicle Licence Transfer	\$930.00	\$930.00	\$930.00	\$930.00
Taxi Vehicle Licence Selection Process Entry	\$220.00	\$220.00	\$220.00	\$220.00
Limited Taxi Vehicle Licence Issue	\$6,120.00	\$6,120.00	\$6,120.00	\$6,120.00
Limited Taxi Vehicle Licence Renewal	\$410.00	\$410.00	\$410.00	\$410.00
Limited Taxi Vehicle Licence Late Renewal (each month)	\$55.00	\$55.00	\$55.00	\$55.00
Limited Taxi Vehicle Licence Selection Process Entry	\$220.00	\$220.00	\$220.00	\$220.00
Accessible Taxi Administration	\$25.00	\$25.00	\$25.00	\$25.00
Accessible Taxi Vehicle Licence Issue or Renewal	\$410.00	\$410.00	\$410.00	\$410.00
Accessible Taxi Vehicle Licence Late Renewal (per month)	\$55.00	\$55.00	\$55.00	\$55.00
Accessible Taxi Vehicle Licence Transfer	\$930.00	\$930.00	\$930.00	\$930.00
Accessible Taxi Vehicle Selection Process Entry	\$220.00	\$220.00	\$220.00	\$220.00
Taxi Driver's Licence Issue or Renewal (two years)	\$100.00	\$100.00	\$100.00	\$100.00
Taxi Broker Licence Issue or Renewal	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00
Independent Driver Owner Issue or Renewal Fee	\$220.00	\$220.00	\$220.00	\$220.00
<b>Limousines</b>				
Limousine Vehicle Licence Issue or Renewal	\$360.00	\$360.00	\$360.00	\$360.00
Limousine Driver's Licence Issue or Renewal	\$50.00	\$50.00	\$50.00	\$50.00
Limousine Service Licence Issue or Renewal	\$220.00	\$220.00	\$220.00	\$220.00
<b>Shuttles</b>				
Shuttle Vehicle Licence Issue or Renewal	\$360.00	\$360.00	\$360.00	\$360.00
Shuttle Driver's Licence Issue or Renewal	\$50.00	\$50.00	\$50.00	\$50.00
Shuttle Service Licence Issue or Renewal	\$220.00	\$220.00	\$220.00	\$220.00
<b>Administration</b>				
Vehicle Licence Replacement	\$120.00	\$120.00	\$120.00	\$120.00
Driver's Licence Replacement	\$35.00	\$35.00	\$35.00	\$35.00
Licence Reinstatement	\$35.00	\$35.00	\$35.00	\$35.00
General Administration	\$35.00	\$35.00	\$35.00	\$35.00
Non-Resident Licence	\$700.00	\$700.00	\$700.00	\$700.00



### Edmonton Transit

A fare increase of 3% per year for each of 2016 - 2018 has been included to address inflationary increases for Edmonton Transit.

	2015 Fee	Approved 2016 Fee	Approved 2017 Fee	Approved 2018 Fee
<b>ETS FARES</b>				
<b>Cash Fare</b>	\$3.20	\$3.25	\$3.25	\$3.25
<b>Tickets (ten)</b>				
Adult	\$24.00	\$24.75	\$25.50	\$26.25
Youth/Senior	\$21.00	\$21.50	\$22.25	\$23.00
<b>Monthly Passes</b>				
Adult	\$89.00	\$91.50	\$94.25	\$97.00
AISH	\$35.00	\$35.00	\$35.00	\$35.00
DATS	\$89.00	\$91.50	\$94.25	\$97.00
Senior	\$14.00	\$14.50	\$15.00	\$15.50
<b>Student Passes</b>				
Post Secondary	\$81.00	\$83.50	\$86.00	\$88.50
Youth/Student Monthly	\$69.00	\$71.00	\$73.00	\$75.00
U-Pass - Winter Semester <sup>1,2</sup>	\$130.20	\$136.50	\$142.80	TBD
U-Pass - Summer Semester <sup>1,2</sup>	\$130.20	\$136.50	\$142.80	TBD
U-Pass - Fall Semester <sup>1,2</sup>	\$136.50	\$142.80	TBD	TBD
<b>Senior Annual Passes</b>				
Regular	\$125.00	\$128.75	\$132.50	\$136.50
Low Income	\$54.00	\$55.75	\$57.50	\$59.25
<b>Day Pass</b>	\$9.00	\$9.25	\$9.50	\$9.75
<b>Charter Rates</b>	\$134.00	\$138.00	\$141.00	\$145.00
<b>Airport Monthly Pass<sup>3</sup></b>	\$100.00	\$100.00	TBD	TBD
<b>Notes:</b>				
1 ETS receives 84% of the U-Pass fees, with the remainder split between St. Albert and Strathcona. The approved 2016 fee reflects what Edmonton Transit will collect.				
2 Current U-Pass agreements ends in August 2017 with new rates to be negotiated.				
3 Transit service agreement to the Edmonton International Airport expires April 2017 with new rates to be negotiated.				

### Fort Edmonton Park

Fort Edmonton Park will not increase fees and charges in the 2016 budget. Fees and charges will be increased by 2.5% in 2017 and 2.5% in 2018 to account for inflation . Admission fees include all inclusive rides.

	2015 Fee	Approved 2016 Fee	Approved 2017 Fee	Approved 2018 Fee
<b>Admissions:</b>				
Child	\$20.90	\$20.90	\$21.42	\$ 21.96
Youth	\$20.90	\$20.90	\$21.42	\$ 21.96
Senior	\$20.90	\$20.90	\$21.42	\$ 21.96
Adult	\$26.20	\$26.20	\$26.86	\$ 27.53
<b>Annual Passes:</b>				
Pioneer Child	\$47.75	\$47.75	\$48.94	\$ 50.17
Pioneer Youth	\$47.75	\$47.75	\$48.94	\$ 50.17
Pioneer Senior	\$47.75	\$47.75	\$48.94	\$ 50.17
Pioneer Adult	\$61.50	\$61.50	\$63.04	\$ 64.61
Pioneer Family	\$213.65	\$213.65	\$218.99	\$ 224.47

# Department — Community Services

## Introduction

The central focus of the Community Services Department is to create vibrant, safe, inclusive and connected communities that enhance the quality of life for all Edmontonians. On any given day, Community Services manages hundreds of activities serving the people of Edmonton. Staff work closely with colleagues across the corporation, residents, community organizations and other stakeholders to continue Edmonton's transformation into one of the most liveable cities in Canada.

Community Services employees lead the development and delivery of programs and services that range from fire response, parks maintenance, neighbourhood engagement, recreation centres and community facilities operations, facility maintenance and landscape infrastructure, social development and bylaw enforcement.

The approved budget reflects how Community Services is responding to the challenges that face our city while continuing to advance City Council's strategic goals. The Department's work aligns with seven goals articulated in the City's strategic framework and we serve as the Department lead on The Way We Live - Edmonton's People Plan.

The [2016-2018 Community Services Business Plan](#) captures the breadth and scope of the work the Department does to continuously advance City Council's strategic goals and The Way Ahead.

Community Services has an ambitious vision, exciting new projects and engaged citizens and is working to make further strides in making our city increasingly vibrant, innovative and inclusive.



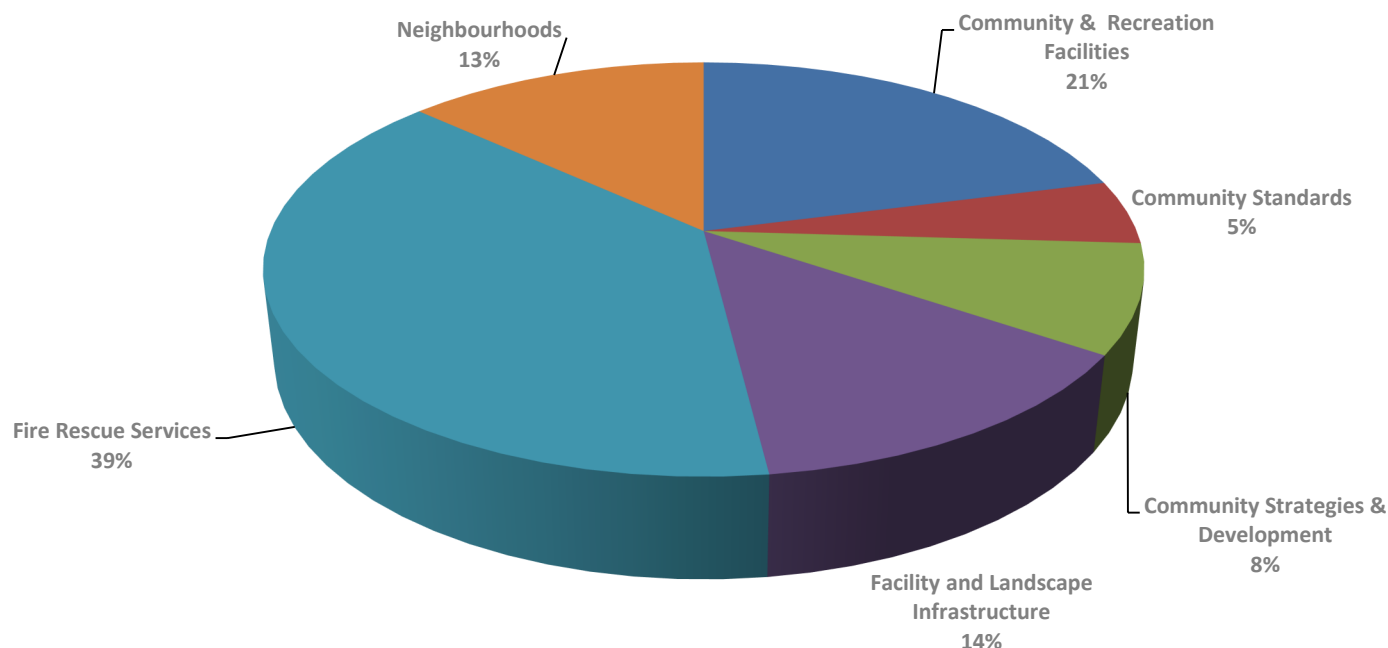
BRANCHES AND PROGRAMS					
Community and Recreation Facilities	Community Standards	Community Strategies and Development	Fire Rescue Services	Neighbourhoods	Facility and Landscape Infrastructure
Civic Events and Partnerships	Animal Care and Pest Management	Business Strategy and Community Initiatives	Fire Rescue Operations	Family and Community Supports	Building Design and Construction
Facility Operations	Enforcement and Program Services	Communities of Interest	Planning and Office of Emergency Management	Neighbourhoods and Parks	Facility Maintenance Services
River Valley Operations		Community Investment	Public Safety	Neighbourhoods Strategy and Supports	Landscape Design and Construction
			Technical Services		Park and Facility Development
			Training and Logistics		

# Department — Community Services

## Approved 2016–2018 Budget – Department Summary by Branch

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Community & Recreation Facilities	50,681	56,204	60,303	66,092	68,001	70,082
Community Standards	3,972	4,493	4,057	4,582	4,582	4,582
Community Strategies & Development	15,179	15,019	18,096	20,051	20,051	20,051
Facility and Landscape Infrastructure	598	541	503	503	503	503
Fire Rescue Services	3,965	2,476	1,902	2,202	2,207	2,212
Neighbourhoods	3,999	4,475	3,086	3,114	3,145	3,177
<b>Total Revenue &amp; Transfers</b>	<b>\$78,394</b>	<b>\$83,208</b>	<b>\$87,947</b>	<b>\$96,544</b>	<b>\$98,489</b>	<b>\$100,607</b>
<b>Expenditure &amp; Transfers</b>						
Community & Recreation Facilities	88,632	99,588	105,869	112,277	119,609	124,984
Community Standards	23,100	24,886	25,081	26,825	27,394	28,041
Community Strategies & Development	39,879	40,654	42,435	45,365	45,708	46,124
Facility and Landscape Infrastructure	53,576	61,091	66,304	72,945	76,491	81,317
Fire Rescue Services	173,021	188,598	198,251	207,561	214,493	221,440
Neighbourhoods	55,298	59,914	65,711	70,994	75,316	79,958
<b>Total Expenditure &amp; Transfers</b>	<b>\$433,506</b>	<b>\$474,731</b>	<b>\$503,651</b>	<b>\$535,967</b>	<b>\$559,011</b>	<b>\$581,864</b>
<b>Net Operating Requirement</b>	<b>\$355,112</b>	<b>\$391,523</b>	<b>\$415,704</b>	<b>\$439,423</b>	<b>\$460,522</b>	<b>\$481,257</b>

## Expenditures by Branch 2016 - 2018



## Department — Community Services

### Approved 2016–2018 Budget – Department Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	57,990	64,305	68,299	74,666	76,611	78,729
Grants	18,560	17,902	16,395	18,625	18,625	18,625
Transfer from Reserves	1,844	1,001	3,253	3,253	3,253	3,253
<b>Total Revenue &amp; Transfers</b>	<b>\$78,394</b>	<b>\$83,208</b>	<b>\$87,947</b>	<b>\$96,544</b>	<b>\$98,489</b>	<b>\$100,607</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	297,053	321,745	357,736	377,689	393,659	410,643
Materials, Goods, and Supplies	26,164	30,735	30,920	34,637	34,607	36,206
External Services	64,731	72,242	75,719	78,773	81,033	83,160
Fleet Services	23,158	25,339	22,753	25,102	26,752	27,876
Intra-municipal Charges	15,765	17,599	13,965	17,087	19,617	19,455
Utilities & Other Charges	48,480	48,437	51,752	54,178	56,958	59,426
Transfer to Reserves	5,170	7,129	1,051	1,051	1,051	1,051
Subtotal	480,521	523,226	553,896	588,517	613,677	637,817
Intra-municipal Recoveries	(47,015)	(48,495)	(50,245)	(52,550)	(54,666)	(55,953)
<b>Total Expenditure &amp; Transfers</b>	<b>\$433,506</b>	<b>\$474,731</b>	<b>\$503,651</b>	<b>\$535,967</b>	<b>\$559,011</b>	<b>\$581,864</b>
<b>Net Operating Requirement</b>	<b>\$355,112</b>	<b>\$391,523</b>	<b>\$415,704</b>	<b>\$439,423</b>	<b>\$460,522</b>	<b>\$481,257</b>
<b>Full-time Equivalents</b>	3,244.4	3,417.3	3,619.3	3,743.5	3,818.8	3,896.6

Budget details are provided at the Branch level.

---

Page intentionally left blank



# Branch — Community and Recreation Facilities

## Introduction



The Community and Recreation Facilities Branch creates vibrant places. Community facilities are managed as places where citizens feel welcome, safe, and valued. The Branch manages and animates more than 60 community facilities, including Churchill Square; operates and programs river valley parks and trails; and supports a wide range of community organizations and partnerships to deliver important festivals and events throughout the City. Working with the community, the Branch supports City Council's goal to improve Edmonton's livability.

The diverse range of facilities, outdoor spaces, programs and events are inclusive. Branch services provide great experiences for all Edmontonians and are continuously assessed to meet the needs of the City's dynamic community. Partnerships continue to play a key role. New facilities offer both recreation and community services through partnerships with the Edmonton Public Library, Edmonton Police Service, multicultural centres, and many others. Also, the Branch works with over 90 city-wide sport and partner organizations to facilitate partner driven projects, as well as to support sport development and organizational capacity building. The Branch also plays an important role in supporting significant international sporting events, local events, concerts, and festivals.

Community and Recreation Facilities are energized places. Beyond the bricks and mortar, programming and animation has responded to changing service demand. City of Edmonton Recreation Centres have a new visual identity and are innovating through the use of more self-service options in citizen communications. Facilities and River Valley parks serve as community hubs, bringing people together in welcoming and exciting settings where they can build relationships, meet friends, and create memorable experiences.

The work of the Branch is delivered by three program areas:

**Civic Events And Partnerships** works with partners and festival and event organizers to animate the City of Edmonton's parks, roads, facilities, squares, plazas, City Hall, and river valley with activities, events, programs and attractions that bring citizens and visitors together in welcoming and vibrant settings. Civic Events and Partnerships are responsible for the overall management and coordination of the Civic Precinct (City Hall Plaza, Churchill Square and Centennial Plaza) and programs and events in City Hall including client relations, City Hall School, and tours.

**Facility Operations** animates and delivers public recreation, sport, leisure and heritage programs, services and collections in a variety of facilities including 29 sheets of ice; 13 leisure centres; five outdoor pools; three golf courses; seven cemeteries; the Kinsmen Sports Centre; Terwillegar, The Meadows, and Clareview Community Recreation Centres; Muttart Conservatory; Edmonton Valley Zoo; Commonwealth Stadium and Commonwealth Community Recreation Centre; and a number of specialty facilities including the Prince of Wales Armouries and City Archives.

**River Valley Operations** maintains 20 River Valley parks; 160 km of trails and park access; park amenity buildings; six toboggan hills; boat launches; and outdoor skating ice. River Valley Operations also maintains and services the Whitemud, Blackmud and Mill Creek Ravine sites.



# Branch — Community and Recreation Facilities

---

The Community and Recreation Facilities Branch is in the business of leisure and recreation. The Branch will need to be responsive to changes resulting from the overall economic climate. Over the next three years, emerging opportunities are centred around population and demographics, potential service impacts, and citywide development.

## Population and Demographics

- Approximately 65% of Edmonton's population growth will be through migration, with 40% from other countries and 25% from interprovincial migration. An increasingly diverse population will present opportunities to expand current products and services.

## Potential Service Impacts

- Changes to national and provincial economic markets may affect the purchase of memberships, admissions, and programs. This change may also increase demand for the Leisure Access Program.

## Citywide Development

- The West Rosedale Urban Design Plan establishes a shared, long-term vision. Decisions around the development of River Valley parkland and Rosedale Ballpark may present opportunities.
- Large city-building initiatives - including The Quarters, The Galleria, the LRT, and Ice District - will put pressure on animation and event support services in the civic centre.

## Impact of Previous Council Decisions

Based on the approved 2015 - 2018 capital budget, as well as previous budget decisions, the Branch has requested ongoing funding to undertake maintenance of new facilities. These include:

- River Valley Alliance Projects: staff, materials, and equipment required to maintain and service seven docks, two hand launches, and an upgraded vehicle launch; an additional 24 km of river valley trails; a riverfront promenade, walkways, and docks; and a trail at Louise McKinney Park.
- Park Development Projects: staff, materials, and equipment to maintain and service Queen Elizabeth Park Phase II, Buena Vista Laurier Park Phase II, the Kihciy Askiy—Sacred Earth Project, the Borden Park Water Experience, Hawrelak Spray Park.
- Facility Development: staff, materials, and equipment to maintain and program Yorath House and Natures Wild Backyard at the Edmonton Valley Zoo.
- River Valley Safety and Community Programming: staff, materials, and equipment to support amenity expansion projects in the River Valley, programming at MacEwan West Campus, and the operation of the Clareview Multicultural Centre.





# Branch — Community and Recreation Facilities

---

## Positive Change—Innovation & Continuous Improvement

The Branch has undergone a review of innovative practices and continuous improvement activities at all levels of operations. Several opportunities for savings and better business practices have been captured. The positive change initiatives the Branch is undertaking will either result in new revenue, a base budget reduction or be innovatively reallocated internally.

### Innovative Revenue

The Branch has identified opportunities to increase revenue in unique and innovative ways. Integrating partnership programs into facilities will be expanded with existing and new partners. Facilities will be enhancing their rental model to accommodate different user groups and increase accessibility and inclusion. Golf programming will be targeted and expanded to reach a broader audience. New sponsorship opportunities will be offered through the development of private partnerships.

### Indoor Playground Fee Structure

This is a new drop-in admission fee for indoor playgrounds that will mirror the current fee structure at John Janzen Nature Centre. The price for admission to the indoor playground is the same for adult, child or infant. This will apply to playgrounds at Kinsmen Sports Centre and Terwillegar, Clareview, and The Meadows Community Recreation Centres.

### Pay and Play Experiences

Partnering with a vendor to offer five pay and play experiences that focus on skill development. These experiences will be showcased in underused spaces at the major facilities. The installations will be mobile and could be shared between facilities for on-going new experiences.

### Multiyear Leisure Access Passes

This will allow eligible pass holders to renew their pass every three years instead of every one year reducing the staff required to facilitate the program.

### Muttart Conservatory Efficiencies

This facility increased efficiency by installing automated flood tables into the greenhouses to reduce water and reduce the staff time required to water plants. The labour has been reallocated to the Civic Events Beautification Program, which grows flowers and greens for baskets and planters around the city.

### Centralized Recruitment and Training

The aquatics team has adopted a centralized lifeguard recruitment, on-boarding, and staff training centre model. A focused recruitment and training team is ensuring consistency across facilities and reallocating the priority of Facility Foreman to managing the pool deck. This efficiency has reduced the need to hire additional supervisory staff.

### Volunteer Programs

Community and Recreation Facilities depends on the work of volunteers throughout the city to augment the great work of front line staff. Volunteers aid the department in enhancements to our standard operations that would not otherwise occur. Staff working in concert with volunteers allow for additional projects and services to be delivered to the citizens of Edmonton.

### Recreation Facility Marketing Strategy

The completion of a facility marketing plan and brand management strategy drove the development of a new branding structure for recreation facilities. Implementation over the next three years will focus on telling the story of the City's recreation services and using technology to reach citizens in more effective and efficient ways.



# Branch — Community and Recreation Facilities

## Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	48,926	54,464	60,090	65,879	67,788	69,869
Grants	301	1,521	60	60	60	60
Transfer from Reserves	1,454	219	153	153	153	153
<b>Total Revenue &amp; Transfers</b>	<b>\$50,681</b>	<b>\$56,204</b>	<b>\$60,303</b>	<b>\$66,092</b>	<b>\$68,001</b>	<b>\$70,082</b>
<b>Expenditure &amp; Transfers</b>						
Civic Events and Partnerships	5,671	7,698	6,431	6,536	6,629	6,727
Facility Operations	78,104	86,879	93,802	99,505	105,795	110,823
River Valley Operations	4,857	5,011	5,636	6,236	7,185	7,434
<b>Total Expenditure &amp; Transfers</b>	<b>\$88,632</b>	<b>\$99,588</b>	<b>\$105,869</b>	<b>\$112,277</b>	<b>\$119,609</b>	<b>\$124,984</b>
<b>Net Operating Requirement</b>	<b>\$37,951</b>	<b>\$43,384</b>	<b>\$45,566</b>	<b>\$46,185</b>	<b>\$51,608</b>	<b>\$54,902</b>
<b>Full-time Equivalents</b>	<b>685.0</b>	<b>800.7</b>	<b>910.8</b>	<b>948.2</b>	<b>969.3</b>	<b>983.9</b>



# Branch — Community and Recreation Facilities

## Approved 2016-2018 Budget – Branch Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	48,926	54,464	60,090	65,879	67,788	69,869
Grants	301	1,521	60	60	60	60
Transfer from Reserves	1,454	219	153	153	153	153
<b>Total Revenue &amp; Transfers</b>	<b>\$50,681</b>	<b>\$56,204</b>	<b>\$60,303</b>	<b>\$66,092</b>	<b>\$68,001</b>	<b>\$70,082</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	48,792	52,949	64,275	67,370	70,680	73,856
Materials, Goods, and Supplies	6,467	7,591	7,478	8,606	8,889	8,820
External Services	7,480	10,361	9,519	10,160	11,078	10,987
Fleet Services	2,797	3,180	2,907	3,228	3,540	3,477
Intra-municipal Charges	5,102	4,955	4,798	5,553	5,631	5,783
Utilities & Other Charges	14,811	15,048	16,368	16,867	19,307	21,586
Transfer to Reserves	3,501	5,841	851	851	851	851
Subtotal	88,950	99,925	106,196	112,635	119,976	125,360
Intra-municipal Recoveries	(318)	(337)	(327)	(358)	(367)	(376)
<b>Total Expenditure &amp; Transfers</b>	<b>\$88,632</b>	<b>\$99,588</b>	<b>\$105,869</b>	<b>\$112,277</b>	<b>\$119,609</b>	<b>\$124,984</b>
<b>Net Operating Requirement</b>	<b>\$37,951</b>	<b>\$43,384</b>	<b>\$45,566</b>	<b>\$46,185</b>	<b>\$51,608</b>	<b>\$54,902</b>
<b>Full-time Equivalents</b>	685.0	800.7	910.8	948.2	969.3	983.9

## Budget Changes for 2016 - 2018

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc.

- 2016 revenues are proposed to increase by \$5.8 million. User fees were developed using current market research.
- 2017 revenues are proposed to increase by \$1.9 million. User fee and volume increases are forecasted at the consumer price index for 2017 and will be updated in accordance with market research completed in 2016.
- 2018 revenues are proposed to increase \$2.1 million. This includes user fee and volume increases and additional revenue from the opening of Nature's Wild Backyard at Edmonton Valley Zoo. As in 2017, User fee and volume increases are forecasted at the consumer price index for 2018 and will be updated in accordance with 2017 market research.

#### Grants

No changes in budget from the previous year.

#### Transfer from Reserves

No changes in budget from the previous year.

# Branch — Community and Recreation Facilities

## Expenditures & Transfers - Changes

### Personnel

The changes in personnel costs are mainly due to:

- the movement toward job rate, changes in benefits, and approved cost of living adjustments that account for increases of \$1,345 in 2016; \$1,917 in 2017; and \$2,243 in 2018.
- increases to staff new facilities and amenities and to address increased demand. Costs are \$1,674 in 2016; \$1,482 in 2017; and \$930 in 2018.

### Materials, Goods & Supplies

The changes in materials, goods and supplies expenditures are mainly due to:

- 2016 adjustments made to align computer and copier costs of \$669. This also includes inflation for pool and horticulture chemicals, materials, and supply increases of \$394.
- 2017 and 2018 minor changes in materials and supplies due to growth from operating impacts of capital and reductions as a result of corporate innovation.

### External Services

Increases are due to Operating Impacts of Capital associated with the Downtown Arena.

### Fleet Services

Over 2016—2018, there is an increase of \$570 for fleet maintenance, fuel, and replacement costs.

### Intra-municipal Services

Increases in intra-municipal services are mainly due to increases in transportation/transit, custodial and building maintenance services.

### Utilities and Other Charges

The changes in utilities and other charges are mainly due to:

- inflation and growth of \$347 in 2016; \$412 in 2017; and \$418 in 2018.
- the operating costs associated with upgrading the software that manages all recreation program registrations, bookings, memberships and point of sale activities is estimated at \$1,809 in 2017 with an additional \$1,809 in 2018, which is reflective of the current industry.
- operating impacts of capital at \$151 in 2016; \$206 in 2017; and \$39 in 2018.
- a reduction in natural gas of \$142 in 2016 that has been applied as a result of corporate innovation.

### Transfer to Reserves

No changes in budget from the previous year.

### Intra-municipal Recoveries

No significant changes in recoveries from the previous year.

## Full-time Equivalents - Changes

- In 2016, 37.4 FTEs will be added to the Branch to address new facilities coming on stream and growth based on increased attendance at facilities.
- In 2017, 21.1 FTEs will be added primarily from operating impacts of capital, including projects such as the Borden Natural Swim Experience and Phase II of Buena Vista and Queen Elizabeth Parks.
- In 2018, 14.6 FTEs will be added primarily from operating impacts of capital that include a suite of River Valley Alliance projects and the opening of Nature's Wild Backyard.



# Branch — Community and Recreation Facilities

## Approved 2016-2018 Budget – Program Summary

### Program Name - Civic Events and Partnerships

#### Results to be Achieved

Civic Events helps hosting organizations access City services required to plan and execute successful events and festivals, and provides sponsorship for one-time events. These events enhance the City's reputation at the provincial and international levels. The program supports partner operated community facilities and more than 100 not-for-profit partner organizations through various space, operating and management agreements.

#### Cost Drivers

Growing number of new organizations interested in producing events or festivals and groups looking for event sponsorship  
Complexity and diversity of events that elevate the City's reputation  
Increase in demand of existing groups requiring additional resources, funding, services, space

#### Policy and/or Legislation

C175 Assistance to Organizations Hosting International Sporting Events  
Traffic Bylaw 5590  
Public Places Bylaw 14614  
Community Standards Bylaw 14600  
Alberta Health Service Food Handling Code

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$535	\$1,903	\$401	\$401	\$401	\$401
Expenditure & Transfers	5,671	7,698	6,431	6,536	6,629	6,727
Subtotal	5,136	5,795	6,030	6,135	6,228	6,326
Intra-municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$5,136	\$5,795	\$6,030	\$6,135	\$6,228	\$6,326
Full - Time Equivalents	16.1	17.9	21.3	21.3	21.3	21.3

#### 2015 Services

The Civic Events and Partnerships program continued to build and grow strong working relationships with event organizers and facility partner organizations to ensure diverse leisure opportunities for Edmontonians. This program provided support to over 750 events, including the Heritage Festival, the Fringe Festival, Taste of Edmonton, Silver Skate Festival and Cariwest. This program also supported large international events such as the 2015 FIFA Women's World Cup, ITU World Triathlon Series, Tour of Alberta, and Red Bull Crashed Ice. The Civic Events office increased programming in Churchill Square and Centennial Plaza in partnership with the Edmonton Arts Council.

#### Changes in Services for 2016 - 2018

The program will play a significant role in international level events that return annually to Edmonton including the ITU World Triathlon Series and the Tour of Alberta. This program will also continue focusing on partnerships and providing support to sport and festival organizations. The Civic Events Office has begun discussions and will be accommodating the relocation of various festivals and events from Churchill Square to prepare for Valley Line LRT construction.

# Branch — Community and Recreation Facilities

## Approved 2016-2018 Budget – Program Summary

### Program Name - Facility Operations

#### Results to be Achieved

This program focuses on the following key results: increasing attendance by providing excellent customer service as well as clean and safe facilities that are operated as efficiently as possible resulting in more Edmontonians reporting increased health and wellness. This program continues to implement and deliver on the directions set out in the Council approved Recreation Facility Master Plan, facility specific master plans, and strategies enhancing Edmonton's livability through programming, facility development, rentals and services.

#### Cost Drivers

Growth in attendance at City facilities

Ongoing operations of City facilities including increased legislated standards for swimming and , material costs, and customer expectations

Growth in the use of the Leisure Access Program

#### Policy and/or Legislation

C167B Recreation User Fee; C448 The City of Edmonton Archives; C477A Facility Name Sale; C187A Enhancing Community Facility Services through Partnerships; C479 Fiscal Policy for the Enterprise Portfolio; C538 Diversity and Inclusion; C466 Integration of Persons with Disabilities; C109 Joint Use of Parks and Schools; C534 Outdoor Aquatics Community Standards Bylaw 14600; Public Places Bylaw 14614

Alberta Health Services 2014 Public Health Act - Public Swimming Pool Regulation, Royal Lifesaving Society, Alberta Animal Protections Act, Health of Animals Act, Alberta Wildlife Act, Migratory Birds Convention Act, Alberta Zoo Standards

#### Resources

	2013	2014	Adjusted			
(\$000)	Actual	Actual	2015	2016	2017	2018
			Budget	Budget	Budget	Budget
Revenue & Transfers	\$49,729	\$54,097	\$59,669	\$65,458	\$67,367	\$69,448
Expenditure & Transfers	78,347	87,141	94,054	99,788	106,087	111,124
Subtotal	28,618	33,044	34,385	34,330	38,720	41,676
Intra-municipal Recoveries	(243)	(262)	(252)	(283)	(292)	(301)
Net Operating Requirement	\$28,375	\$32,782	\$34,133	\$34,047	\$38,428	\$41,375
Full - Time Equivalents	635.9	748.5	850.3	885.7	897.7	909.3

#### 2015 Services

Annual attendance at City of Edmonton facilities including arenas, leisure centres, outdoor pools, golf courses, and attractions was more than 7.4 million. The Meadows and Clareview Community Recreation Centres, opened in 2014, have been successful additions. Focused efforts on safety and security have resulted in reduced crime and theft at facilities.

#### Changes in Services for 2016 - 2018

This program will continue to focus on increasing attendance and growing revenue by expanding the rental business, expanding Stadium bookings for affordable minor sport use, increasing outdoor programming at recreation centres, and integrating self-service options. New strategies will be developed to enhance inclusion and ensure facilities are meeting the needs of Aboriginal and Multicultural communities. New program partnerships will be realized with the Downtown Community Arena and Telus Field. Facilities will be energized by the completion of capital projects including Nature's Wild Backyard at the Edmonton Valley Zoo and Borden Natural Swim Experience at Borden Park. Customer service will be improved through the delivery of a new Recreation and Attraction Management System and Golf Tee Time Reservation System.

# Branch — Community and Recreation Facilities

## Approved 2016-2018 Budget – Program Summary

### Program Name - River Valley Operations

#### Results to be Achieved

This program maintains and services 8,000 ha of parkland (including the trail system connecting to the River Valley), amenity buildings, toboggan hills, cross-country ski trails, boat launches, outdoor skating ice and River Valley cleanup including homeless camps. This program is focused on ensuring River Valley parks are well maintained for Edmontonians' enjoyment and that Edmontonians feel safe within these park spaces. This program will have significant growth in the next three years resulting from extensive capital projects.

#### Cost Drivers

Number of square metres to be serviced and maintained  
Development of new trails and river access points and boat launches  
Opening of new amenities such as extended trails, docks and launches

#### Policy and/or Legislation

C501 Integrated Pest Management  
Parkland Bylaw 2202  
Public Places Bylaw 14614  
Community Standards Bylaw 14600

#### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>((\$000))</b>						
Revenue & Transfers	\$417	\$204	\$233	\$233	\$233	\$233
Expenditure & Transfers	4,932	5,086	5,711	6,311	7,260	7,509
Subtotal	4,515	4,882	5,478	6,078	7,027	7,276
Intra-municipal Recoveries	(75)	(75)	(75)	(75)	(75)	(75)
Net Operating Requirement	\$4,440	\$4,807	\$5,403	\$6,003	\$6,952	\$7,201
Full - Time Equivalents	33.0	34.3	39.2	41.2	50.3	53.3

#### 2015 Services

The responsibility of the River Valley Operations Program is extensive and diverse. Over the past year, this program continued to maintain the River Valley by providing year round park, trail, and river access through the maintenance and operation of amenities such as trails, boat/canoe launches, amenity buildings, toboggan hills, and outdoor skating and cross country ski trails as per the Winter City Strategy. The program also ensured the safety of citizens in the river valley by assessing trail conditions and providing updates to the public as well as by ensuring homeless camp clean-up in the River Valley. This program also provides services to the many events and festivals hosted in the River Valley parks.

#### Changes in Services for 2016 - 2018

Proposed changes for 2016 - 2018 include the opening and operation of River Valley Alliance Projects comprised of seven docks, two hand launches, an upgraded vehicle launch, an additional 24 km of river valley trails, a riverfront promenade, walkways, docks, and a trail at Louise McKinney Park. Additional operating impacts of capital may be identified in 2018 for the River Valley Mechanized Access project. There are also park development projects including Queen Elizabeth Park Phase II, Buena Vista Laurier Park Phase II, and the Kihciy Askiy Development.

# Branch — Community and Recreation Facilities

## Program - Facility Operations Title - Operating Impacts of Capital

## Operating Impacts of Capital Funded Ongoing

### Results to be Achieved

City Council approved capital projects in the 2015-2018 Capital Budget. This service package allows for operations and ongoing maintenance of these capital developments. It also aligns with Corporate Outcomes: "Edmonton is attractive and compact", and "Edmonton is a safe city" as well as contributes to the Corporate Performance Measure: "Edmontonians' assessment: "Well-designed, attractive city" and "Edmontonians' assessment: Safe city".

### Description

The following projects will be supported through the approval of this package:

- 1) River Valley Alliance Projects: staff, materials, and equipment required to maintain and service seven docks, two hand launches, and an upgraded vehicle launch; an additional 24 km of river valley trails; a riverfront promenade, walkways, and docks; and a trail at Louise McKinney Park.
  - 2) Queen Elizabeth Park Phase II: staff, materials, and equipment to maintain and service the Aboriginal Art Park, Shade Shelter, lookouts, additional stairs/benches, parking lot and addition hard surface and granular trails. Additional turf and horticulture maintenance costs are included.
  - 3) Buena Vista Laurier Park Phase II: the maintenance and servicing resources for the enhancement of existing playgrounds in Laurier Park, expansion of parking facilities in Buena Vista Park, trail repairs and upgrades, upgrades to existing shelters.
  - 4) Kihciy Askiy: maintenance, programming and servicing resources of this new celebration site.
  - 5) Yorath House: redevelopment of this property for recreation. Impacts include maintenance, programming, and facilitation of rentals.
  - 6) River Valley Safety: Park Rangers for the River Valley to better align their services with the amenity expansion projects. Impacts includes two Park Rangers and associated equipment.
  - 7) Borden Park Water Experience: Borden Park Water Experience is expected to open summer 2017. Costs include labour and material required to operate the pool and meet new pool standards.
  - 8) Nature's Wild Back Yard: staff and resources to operate and maintain the new facility.
  - 9) Community operations and programming: operating impacts from MacEwan West Campus to re-purpose the facility as an arts, multicultural, and not-for-profit community hub and from Clareview Multicultural Centre to operate the facility.
- A total of 33.5 FTEs are requested to complete this work.

### Justification

The projects approved in the 2015-2018 Capital Budget are either under construction or ready for operation. This service package addresses the funding needs of the facilities and amenities that will be operational 2016 - 2018. These adjustments are needed to avoid the erosion of new City assets and to program facility spaces. All projects have Council approved master plans or Council approved project plans. Not funding this package would result in underused or under programmed facilities and the diversion of resources from existing infrastructure. This will reduce satisfaction with the levels of maintenance and cleanliness of public facilities as well as reducing the percent of public expectations being met.

incremental (\$000)	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$726	-	726	6.4	\$2,018	129	1,890	15.5	\$535	603	(68)	11.6
<b>Total</b>	<b>\$726</b>	<b>-</b>	<b>726</b>	<b>6.4</b>	<b>\$2,018</b>	<b>129</b>	<b>1,890</b>	<b>15.5</b>	<b>\$535</b>	<b>603</b>	<b>(68)</b>	<b>11.6</b>



# Branch — Community and Recreation Facilities

## Program - Facility Operations

### Title - Operating Impacts of Capital - Downtown

### Arena - Community Services

## Operating Impacts of Capital

### Funded

### Ongoing

#### Results to be Achieved

City Council has approved the Downtown Arena as a capital project in the 2015-2018 Capital Budget. This service package allows for operation, maintenance, programming and social supports needed from Community Services for this capital development. It aligns with Corporate Outcomes: "Edmonton is attractive and compact", "Edmonton is a safe city", and "Edmontonians are connected to the city in which they live, work and play" as well as contributes to the Corporate Performance Measures: "Edmontonians' assessment: well-designed, attractive city", "Edmontonians' assessment: Safe city", "Edmontonians' assessment: Connected to community", and "Health and wellness".

#### Description

This service package represents an integrated look at the requirements from the Community Services Department to support, operate, and maintain facilities in Ice District (Downtown Arena). This package includes funding for:

- 1) The contracted maintenance and custodial services of the Winter Garden Pedway and the Downtown Community Arena. (\$660)
- 2) Landscape maintenance, tree maintenance, and snow removal. (\$20)
- 3) The operation and programming of the downtown community arena. (\$400)

In total, 2.5 FTEs are requested to complete this work.

#### Justification

City Council has approved the Downtown Arena as a capital project in the 2015-2018 Capital Budget. This service package addresses the funding needs of the facilities and amenities that will be operational 2016 - 2018. These adjustments are needed to avoid the erosion of new City assets, to program facility spaces, and maintain safety. Funding this service package will provide the resources to engage visitors, residents and vulnerable populations at all levels as well as operating, maintaining, and programming the facilities. The impact of not funding this package would shift existing resources from other areas to meet the needs of Ice District, resulting in decreased service levels to other communities and facilities. Approving this package also advances the existing partnerships with the developing associates.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	\$202	-	202	1.4	-	-	-	-
New Budget	\$548	205	343	0.6	\$720	201	518	0.5	\$21	8	13	-
<b>Total</b>	<b>\$548</b>	<b>205</b>	<b>343</b>	<b>0.6</b>	<b>\$922</b>	<b>201</b>	<b>720</b>	<b>1.9</b>	<b>\$21</b>	<b>8</b>	<b>13</b>	<b>-</b>

Page intentionally left blank

# Branch — Community Standards

## Introduction

The Community Standards Branch enhances urban living in Edmonton by delivering Bylaw Enforcement, Animal Care, Community Peace Officer and Pest Management programs and services. The Branch supports a civil society and upholds community standards.

Gaining voluntary compliance is a fundamental component of the Branch's work with the community; it is premised on working together with citizens, neighbours and businesses to ensure clean, safe and livable urban spaces. The Branch contributes to the Way We Live by delivering targeted, citizen-focused education and enforcement. Results from Branch efforts include:

- Edmonton's 2015 Litter Audit results showed a 25% decrease in litter Citywide;
- The new Commercial Vehicle Unit, within the first six months of operation, completed 769 roadside inspections and is exceeding its annual enforcement revenue estimates;
- 50% of Edmonton's 8,200 nuisance property concerns are being proactively enforced;
- The Animal Care & Control Centre is exceeding targets and is achieving 100% of adoptable pets saved; and
- The highly effective Mosquito Control Program, along with dry weather conditions, is resulting in approximately 80% fewer nuisance mosquitoes in Edmonton than the 5-year average.

The work of the Branch is delivered by two Program Areas:

**Animal Care and Pest Management** operates the Animal Care & Control Centre, providing a safe-keeping facility for dogs, cats and other domestic animals found at large in the city. Owned stray pets are cared for until they can be safely returned home or transferred to adoption agencies. In addition, the Program delivers the Mosquito Control Program and provides integrated pest identification and control services to support Edmonton's urban forest.

**Enforcement and Program Services** upholds the safe use and enjoyment of public and private property and parkland in Edmonton through the enforcement of Municipal bylaws and Provincial acts. Community Peace Officers improve road safety, reduce road damage from trucks and curb environmental impacts to neighbourhoods from noise and construction. Animal Care & Control Officers resolve pet concerns, and Park Rangers manage wildlife and human impacts to the River Valley parks and trails. Municipal Bylaw Officers uphold private property, business and parking standards and work with the Public Safety Compliance Team. Capital City Clean Up encourages behavioural change efforts through several highly effective good neighbour and volunteer programs.



# Branch — Community Standards

---

A number of emerging issues are expected to impact the operational effectiveness of the Community Standards Branch. As the Branch prepares for the future, consideration must be given to finding the resources necessary to make measureable improvements to urban living and to meet the needs of a growing city.

## Population and Demographics

- The Region's aging population and changing cultural demographic reinforces the need to use a variety of education and awareness approaches to achieve community behavioural changes.
- The types of volunteer opportunities that citizens engage in will impact programs like Snow Angels and Adopt-a-Block, requiring flexible approaches to remain sustainable.
- Seniors present both challenges and opportunities to modify education and enforcement delivery modes to more effectively address their concerns and service demands.
- Approximately 65% of population growth to Edmonton will be through migration, with as much as 40% from other countries. Approximately 42% of immigrants primarily speak a non-official language when at home.

## Potential Service Impacts

- Changes to national and provincial economic markets and environmental conditions will impact calls for service, which will put increased pressure on existing resources to monitor and quickly respond to citizen concerns.

## Legislative Changes

- Legislative changes will challenge the availability and deployment of enforcement resources to maintain effective voluntary compliance and enforcement programs.
- Recent and proposed changes to urban food sourcing - such as urban beekeeping and urban hens - requires additional resources to deal with complaints and citizen education.
- Health related issues may bring about changes to municipal legislation that will impact resourcing, i.e., e-cigarettes and fire pits.
- Urban wildlife management issues will likely have legislation and resourcing impacts.

## Urban Development and Climate Change

- The usage of parks across the city is increasing - led by a growing trend toward unstructured recreation activities. Additional education and enforcement will ensure users share the parks and amenities appropriately.
- Extreme weather fluctuations that impact pest populations, snow accumulation, water levels, fire hazards and weed growth will impact the resourcing and programming used to ensure the safety, health and care of communities and open spaces.
- Changes to open space policies and naturalization use, wildlife management and park master plans will impact service demands and response rates.
- Densification of mature neighbourhoods will require additional support to maintain and enforce property standards.
- Large city-building initiatives - including Annexation, Blatchford, The Quarters and the Ice District - will change the amount and type of education, service delivery and enforcement support needed to maintain high community standards in these areas.

## Positive Change—Innovation & Continuous Improvement

The Community Standards Branch is committed to realizing positive change opportunities through continuous improvement and innovation. Community Standards takes smart and measurable municipal enforcement to a higher level by involving citizens and neighbourhoods in ongoing behavioural change efforts and by implementing fieldwork efficiencies to maintain service delivery for a growing city. The positive change initiatives that the Branch is undertaking are identified in the following categories:

## Graffiti Program Review

Further efficiencies will be realized by adjusting the service levels of the Capital City Clean Up Graffiti Management Program while maintaining the overall integrity of the program. These service level adjustments are occurring from 2015-2017. The % change in graffiti each year will be monitored; any resurgence in graffiti may require a re-visit to program funding levels.

# Branch — Community Standards

---

## Mosquito Control Contract Reduction

Community Standards will reduce the contract hours for the mosquito control helicopter contract, to adjust for historical trends and reductions in the control zone.

## Business Licensing Initiative

The creation of a specialized business licensing enforcement unit has increased the City's ability to identify unlicensed businesses currently operating in Edmonton. The increase in licensed Edmonton business will result in increased business licence revenues.

## Enforcement Cost Recovery

Provincial enforcement legislation allows municipalities to recover costs associated with remedial work and costs associated with organizing the work completion. Improvements in cost identification and accounting has recognized additional recoverable revenues.

## Commercial Vehicle Enforcement Unit

The Commercial Vehicle Unit seeks to increase road lifespan (paved and unpaved roads), increase public safety through truck inspections, and reduce nuisances associated with commercial traffic, including shortcutting and excessive noise in residential neighbourhoods. Indications are that violation revenue levels can be increased due to operational effectiveness, expanded work scope and increased external agency cooperation.

## Computer Equipment Rationalization

A review of section-leased computer equipment identified an opportunity to switch vehicle-mounted systems to a lower-cost option while improving portability and usability. This equipment switch would occur as existing equipment is refreshed, resulting in a 3-year rollout period. This is independent of other IT initiatives.

## Animal Medical Care Enhancement

Improvements to animal medical care achieved through the reallocation of budget has allowed for a higher level of treatment and care of strays (dental care, surgical care, spay and neuter, socialization) increasing animal adoptions and therefore reducing costs associated with staff, sheltering and euthanization.

## Dedicated Parking Enforcement Dispatch

Working closely with Edmonton Police Services (EPS), a reallocation of dollars for dedicated parking dispatch allows for the efficient and effective routing of roving parking patrol officers in response to citizen complaints.

## Enforcement Staff Deployment

Community Standards Branch expects to decrease response times, target chronic offenders and optimize compliance efforts for new enforcement initiatives. Municipal Enforcement Officers will be forming smaller, specialized work units that focus efforts on root-cause problem analysis. This will allow staff to work closely with the community and encourage lasting behavioural change. A Community Behavioural Change initiative will be supported through a systems approach to resource deployment and education program efforts.

## Retail Commercial Property- Nuisance Reduction Initiative

This reallocation supports a pilot enforcement initiative aimed at resolving chronically dilapidated retail commercial properties that adversely impact the quality of life for nearby business and residential communities. The goal is to reduce the overall number of problematic properties, centering on chronic and high-profile locations. This will be achieved through focused compliance and enforcement efforts that reduce recidivism by property owners and improve overall community standards.

## Volunteer Programs

Community Services depends on the work of volunteers throughout the city to augment the great work of front line staff. Volunteers aid the department in enhancements to our standard operations that would not otherwise occur. Staff working in concert with volunteers allow for additional projects and services to be delivered to the citizens of Edmonton. In Community Standards, volunteers support various Capital City Clean Up programs, including Adopt-a-Block, 15-to-Clean, River Valley Cleanup and Graffiti Removal.

## Branch — Community Standards

### Approved 2016-2018 Budget – Branch Summary by Program

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	3,972	4,493	4,057	4,582	4,582	4,582
Grants	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$3,972</b>	<b>\$4,493</b>	<b>\$4,057</b>	<b>\$4,582</b>	<b>\$4,582</b>	<b>\$4,582</b>
<b>Expenditure &amp; Transfers</b>						
Animal Care and Pest Management	5,701	5,844	6,276	6,716	6,768	6,876
Enforcement and Program Services	17,399	19,042	18,805	20,109	20,626	21,165
<b>Total Expenditure &amp; Transfers</b>	<b>\$23,100</b>	<b>\$24,886</b>	<b>\$25,081</b>	<b>\$26,825</b>	<b>\$27,394</b>	<b>\$28,041</b>
<b>Net Operating Requirement</b>	<b>\$19,128</b>	<b>\$20,393</b>	<b>\$21,024</b>	<b>\$22,243</b>	<b>\$22,812</b>	<b>\$23,459</b>
<b>Full-time Equivalents</b>	141.8	149.6	156.3	166.3	167.3	167.3

## Branch — Community Standards

### Approved 2016-2018 Budget – Branch Summary by Cost Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	3,972	4,493	4,057	4,582	4,582	4,582
Grants	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$3,972</b>	<b>\$4,493</b>	<b>\$4,057</b>	<b>\$4,582</b>	<b>\$4,582</b>	<b>\$4,582</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	11,935	12,902	13,539	14,807	15,348	15,867
Materials, Goods, and Supplies	1,247	1,277	1,366	1,492	1,434	1,423
External Services	5,046	5,854	5,174	5,248	5,356	5,407
Fleet Services	811	945	936	889	843	855
Intra-municipal Charges	3,234	3,101	3,033	3,198	3,260	3,347
Utilities & Other Charges	827	807	1,033	1,191	1,153	1,142
Subtotal	23,100	24,886	25,081	26,825	27,394	28,041
Intra-municipal Recoveries	-	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>\$23,100</b>	<b>\$24,886</b>	<b>\$25,081</b>	<b>\$26,825</b>	<b>\$27,394</b>	<b>\$28,041</b>
<b>Net Operating Requirement</b>	<b>\$19,128</b>	<b>\$20,393</b>	<b>\$21,024</b>	<b>\$22,243</b>	<b>\$22,812</b>	<b>\$23,459</b>
<b>Full-time Equivalents</b>	141.8	149.6	156.3	166.3	167.3	167.3



# Branch — Community Standards

## Budget Changes for 2016 - 2018

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc.

- In 2016, increase of \$425 from Innovation and Improvement initiatives including the addition of a specialize Enforcement Unit to increase business license revenue, Enforcement Cost Recovery and Commercial Vehicle Enforcement Unit.
- The rate increase on pet licenses will generate \$100; this additional revenue will be transferred to the Edmonton Humane Society.

### Expenditures & Transfers - Changes

#### Personnel

- Increase from movement toward job rate, changes in benefits and approved cost of living adjustments of \$490 in 2016, \$451 in 2017 and \$517 in 2018.
- The 2016 budget also accounts for aligning actual personnel expenditures of \$590 based on previous years actuals. Increases in remedial enforcement actions, mandatory safety requirements, a new facility and increased service demands supported the self-funding of positions, with some dating back to 2009.

#### Material, Goods & Supplies

- Increase of \$126 for costs associated to aligning actual expenditures including computers, furniture and equipment.
- Decreases of \$(58) in 2017 and \$(11) in 2018 are as a result of Corporate Innovation and Continuous Improvement initiatives.

#### External Services

- Increases are mainly due to inflation for the Parking Enforcement contract are \$45 in 2016, \$53 in 2017 and \$52 in 2018.
- Reduction of \$(80) in 2016 from Innovation and Improvement initiative for mosquito control contract.
- Increase of \$100 in 2016 to support the Wildlife Rehabilitation Society of Edmonton

#### Fleet Services

- No significant changes.

#### Intra-municipal Services

- Increases of \$265 in 2016, \$62 in 2017 and \$87 in 2018 are mainly due to waste management, building maintenance and staff support charges.
- Reduction of \$(100) from Innovation and Improvement initiative as the result of the graffiti program review in 2016.

#### Utilities & Other Charges

- Increase is mainly due to the transfer of \$100 to the Edmonton Humane Society (offset by additional revenue).

### Full-time Equivalents - Changes

- The net increase of 10 FTEs is due to aligning to actual expenditures and approved service packages.



# Branch — Community Standards

## Approved 2016 – 2018 Budget – Program Summary

### Program Name - Animal Care and Pest Management

#### Results to be Achieved

Animal Care and Pest Management regulates the care and control of pets and urban wildlife, provides integrated pest management, and protects the urban forest through management, research and support services. The Program works to maintain a high percentage of pets saved and seeks to ensure a healthy urban forest.

#### Cost Drivers

Stray animal pick up/return rates  
Environmental conditions (spring and summer rainfall levels)  
Contract service hours

#### Policy and/or Legislation

Animal Care and Pest Management seeks awareness and compliance with Council bylaws including:

- Bylaw 13145 - Animal Licensing and Control Bylaw
- Bylaw 14600 - Community Standards Bylaw, Part V - Weed and Pest Control
- Province of Alberta Agricultural Pest Act/Pest and Nuisance Control Regulations
- Federal Plant Protection Act S.C. 1990, c.22 - Section 5 - Control of Pests

Animal Care & Pest Management supports:

- Policy C501 - Integrated Pest Management Policy

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$3,295	\$3,257	\$3,540	\$3,640	\$3,640	\$3,640
Expenditure & Transfers	5,701	5,844	6,276	6,716	6,768	6,876
Subtotal	2,406	2,587	2,736	3,076	3,128	3,236
Intra-municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$2,406	\$2,587	\$2,736	\$3,076	\$3,128	\$3,236
Full - Time Equivalents	37.5	40.9	41.9	47.4	47.4	47.4

#### 2015 Services

The Program ensures the safekeeping of approximately 6,200 dogs, cats and other domestic animals found at large in Edmonton. The Animal Care & Control Centre continues a downward trend for cat and dog intake numbers of -5% in 2015. Impressively, 100% of adoptable pets were returned home or transferred to service partners to find new homes. The 2015 Mosquito Control Program showed a ratio of mosquitos outside treatment areas to inside treatment areas of 2:1; Edmonton experienced approximately 80% fewer nuisance mosquitoes than the 5-year average.

#### Changes in Services for 2016 - 2018

Core services in 2016 - 2018 will remain consistent with previous years. The Pest Control Program will be managed in accordance with seasonal conditions, infestations and outbreaks.

# Branch — Community Standards

## Approved 2016 – 2018 Budget – Program Summary

### Program Name - Enforcement and Program Services

#### Results to be Achieved

Enforcement and Program Services ensures compliance to community standards on public and private property through Bylaw and Community Peace Officer services and integrated education and support programs that address nuisance conditions, parking standards, litter and graffiti, roadway safety, noise and obstructions, business licensing, park use and wildlife conflicts. The Program works to improve: compliance rates, complaint response and resolution times, and citizen satisfaction levels while seeking to reduce homeless encampments, litter and graffiti.

#### Cost Drivers

Change in legislation and standards

Environmental conditions (snow and rainfall)

Technology (data management, problem analysis, deployment and communications)

#### Policy and/or Legislation

Bylaw 14614 - Public Places Bylaw, Bylaw 14600 - Community Standards Bylaw, Bylaw 13777 - Waste Management Bylaw, Bylaw 13145 - Animal Licensing and Control Bylaw, Bylaw 13138 - Business License Bylaw, Bylaw 12800 - Zoning Bylaw, Bylaw 2202 - Parkland Bylaw, Bylaw 5590 - Traffic Bylaw;  
Provincial Acts: Municipal Government Act, Environmental Protection and Enhancement Act, Traffic Safety Act, Animal Protection Act, Agricultural Pests Act, Tobacco and Smoking Reduction Act, Gaming and Liquor Act  
Policy C504 - Volunteerism Policy; Policy C577 - Goods Movement Policy

#### Resources

	Adjusted					
	2013	2014	2015	2016	2017	2018
(\$000)	Actual	Actual	Budget	Budget	Budget	Budget
Revenue & Transfers	\$677	\$1,236	\$517	\$942	\$942	\$942
Expenditure & Transfers	17,399	19,042	18,805	20,109	20,626	21,165
Subtotal	16,722	17,806	18,288	19,167	19,684	20,223
Intra-municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$16,722	\$17,806	\$18,288	\$19,167	\$19,684	\$20,223
Full - Time Equivalents	104.3	108.7	114.4	118.9	119.9	119.9

#### 2015 Services

The Program handled approximately 65,000 total complaints in 2014. Program efficiencies led to improved response and resolution times on average: 5.2 days for initial response to 8,200 nuisance complaints (January to September 2015), and 27.3 days to resolve nuisance property investigations. Integrated educational programs remain strong as 2,700 Adopt-a-Block and 536 Snow Angel volunteers contributed to Capital City Clean Up efforts; cleanup of 538 homeless encampments (to end of August 2015) resulted in the removal of 13 tons of debris from parkland. The new Commercial Vehicle Unit completed 769 roadside inspections and issued more than 850 tickets in the first six months of operation. Overall parking violations increased by 8% in 2015.

#### Changes in Services for 2016 - 2018

Core services in 2016 - 2018 remain consistent with previous years. The Ice District will require Branch support relating to a myriad of surrounding private and public property issues. The pilot Retail Commercial Property Nuisance Reduction initiative, with Council's support, will continue to resolve chronically dilapidated commercial properties. A Council-supported wildlife management plan will allow improved management and response to wildlife issues.

# Branch — Community Standards

<b>Program - Enforcement and Program Services</b> <b>Title - Retail Commercial Property-Nuisance</b> <b>Reduction Initiative</b>	<b>Growth on Existing Services</b> <b>Funded</b> <b>Ongoing</b>
--	---

## Results to be Achieved

This service package supports a reduction of nuisance retail-commercial properties, initially centering on chronic and high-profile locations. This will be achieved by focused compliance and enforcement efforts via compliance opportunities for property owners, followed by enforcement and remedial action. Elevated attention on problematic properties will reduce recidivism by property owners and improve overall community standards. In conjunction, this package will enhance engagement, education and programming efforts for community standards relating to new and outer-lying construction areas. Success will be measured by increases in proactive enforcement levels (officer initiated investigations), increased compliance or remedial work. This program is expected to increase citizen and business satisfaction with enforcement services and improve quality of life in respective business areas, communities and developing subdivisions. This program connects and contributes to the Corporate Outcome of "Edmonton is a safe city". Early pilot project results have identified 60 locations under review. Full pilot results and metrics are coming back to Council in early 2016.

## Description

This service package supports a permanent enforcement initiative aimed at resolving chronically dilapidated retail commercial properties that adversely impact the quality of life for nearby business and residential communities. Since May 2015, 25 vacant commercial properties are under active investigation with 35 other locations under assessment. To date, 16 MGA Orders have been issued for minimum maintenance standards, with six of those having a demolition option as remedial action. The pilot project is yielding positive results with a marked increase in compliance rates by property owners. Funding supports one Commercial Property Compliance Officer (1.0 FTE) in 2016 to continue this work. Funding will also enable programming to mitigate impacts caused by new construction in new outer-lying areas and subdivisions. This will be achieved by improving industry and public education/awareness via a Community Relations Advisor (1.0 FTE) and program funding of \$55K in 2017.

## Justification

A Community Services Committee report (CR\_1518) outlined the running of an enforcement pilot aimed at chronically dilapidated retail commercial properties. Though a combination of increasing education and awareness, building strategic partnerships and enforcement of municipal and provincial legislation, early results are positive. The continued success of this program relies on a Commercial Property Compliance Officer with both a municipal enforcement and a building construction background. Proper building assessments, including gauging repair costs and compliance timelines, are required to appropriately prescribe and carry out remedial action. Ongoing litter and nuisance issues with new construction/sub-division development need programming support as well as enforcement efforts to be successful. The impact of not funding this service package would result in no continuation of the focus on derelict retail commercial properties and new construction litter issues.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$105	-	105	1.0	\$147	-	147	1.0	\$7	-	7	-
<b>Total</b>	<b>\$105</b>	<b>-</b>	<b>105</b>	<b>1.0</b>	<b>\$147</b>	<b>-</b>	<b>147</b>	<b>1.0</b>	<b>\$7</b>	<b>-</b>	<b>7</b>	<b>-</b>

# Branch — Community Standards

<b>Program - Enforcement and Program Services</b> <b>Title - Wildlife Management Program</b>	<b>Growth on Existing Services</b> <b>Funded</b> <b>Ongoing</b>
---	---

## Results to be Achieved

A well-executed wildlife management program will reduce the impact of wildlife conflicts, increase public and pet safety, inform citizens about animal behaviour and reduce wildlife attractants. Improved education programming will ensure homeowners and the public will learn to safely co-exist with urban wildlife through general awareness and/or targeted behavioural change efforts. Partnership support, coupled with intelligence-led wildlife management will ensure that communities are aware of any escalating problems and the City's response. Management of urban wildlife contributes to the Corporate Outcome of "Edmonton is a safe city" and the associated Corporate Performance Measure of "Edmontonians' assessment: safe city."

## Description

This service package supports the creation of a wildlife management program that includes dedicated enforcement staff, educational and awareness programming, and wildlife rehabilitation efforts to deal with current and future citizen wildlife concerns.

Park Ranger staffing increases (1.0 FTE) will improve response times, increase hours of operation and provide a better overall approach to wildlife conflict management. This service package includes a \$50K education and awareness program funded through the Community Standards Branch enforcement programs. Additionally, Community Standards will provide \$100K in ongoing funding to support the Wildlife Rehabilitation Society of Edmonton to better manage injured and orphaned wildlife.

## Justification

As Edmonton's population increases - housing expands into outlying green space and the recreational use of parkland intensifies - wildlife habitat is impacted; managing problem wildlife becomes more critical. Since 2013, the City has received more than 13,000 inquiries concerning wildlife. Pet/coyote conflicts and concerns about wildlife in safety-sensitive areas such as schoolyards and residential neighbourhoods have notably increased. This service package supports elevating and enhancing the current wildlife management practices of the City to address growing complaint volumes, calls for service and public/pet safety concerns.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$200	-	200	1.0	\$0	-	0	-	(\$0)	-	(0)	-
<b>Total</b>	<b>\$200</b>	<b>-</b>	<b>200</b>	<b>1.0</b>	<b>\$0</b>	<b>-</b>	<b>0</b>	<b>-</b>	<b>(\$0)</b>	<b>-</b>	<b>(0)</b>	<b>-</b>

# Branch — Community Strategies & Development

## Introduction

Community Strategies and Development invests in the passion and resilience of Edmonton's people. Through social planning and service delivery to a wide array of community organizations and diverse groups of Edmontonians, the Branch works to ensure that our community is open and welcoming. Enhanced community capacity and encouraging Edmontonians and community groups to participate in the city's unique opportunities results in an inclusive, dynamic and open city for all Edmontonians.

Through leadership and support, the Branch champions initiatives and programs that provide opportunities to all Edmontonians. These projects range from hosting a Winter City Conference that attracts delegates from all over the world, to multifaceted Aboriginal programs that target youth engagement and leadership, from "EndPovertyEdmonton," which strives to end poverty in a generation, to grant funding for community league capital infrastructure. The Branch provides proactive solutions and support programs to address many of the challenging social issues impacting Edmontonians.

Community Strategies and Development empowers its employees and the community to achieve their goals by collaborating with partners to ensure an inclusive, citizen-centric approach in the activities and projects undertaken. By combining creativity and innovation with forward thinking ideas and actions, each and every corner of the Branch works to leverage opportunities as they arise to create an inclusive and vibrant city -- an "Edmonton For All."

The work of the Branch is delivered by three program areas:

**Business Strategy and Community Initiatives** strengthens partnerships through the development of key policy, business planning and performance measurement frameworks. The program's external focus is on community-led projects and initiatives through policy development, undertaking research and evaluation, conducting market research, and supporting information management. The program facilitates many Council-directed, leading-edge initiatives including EndPovertyEdmonton, the WinterCity Strategy, and the Edmonton Women's Initiative.

**Communities of Interest** builds individual and community capacity by encouraging residents and community groups to participate in Edmonton's diverse range of civic and community opportunities to achieve an inclusive and welcoming city for all citizens. Services and events are delivered in accordance with many City Council Initiatives and advisory boards, including: Aboriginal Relations, Accessibility Advisory Committee, Child Friendly Edmonton, Edmonton Youth Council, Immigration and Settlement, Multicultural Capacity Building, NextGen, Salute to Excellence, Seniors and Volunteer Engagement.



**Community Investment** allocates, monitors and coordinates the distribution of over \$30 million in grants and funding to strengthen the not-for-profit and social services sector through operational, project, program and capital funding opportunities. Working collaboratively with community partners, Community Investment strives to assist in the identification of social issues, trends and needs and to develop strategies to address them, as well as to build capacity within the community. This area also supports the work of the Community Services Advisory Board.



# Branch — Community Strategies & Development

---

Social and community development work takes up much of the Branch's focus and as a result, over the next three years, emerging issues centred around population and demographics, potential service impacts, and social development will impact the overall programs and services supported or provided by the Branch.

## Population and Demographics

- Approximately 65% of population growth in Edmonton will be through migration, with 40% from other countries. The seniors population is expected to increase as the baby boomer generation ages and continues to live longer. Combined with a high fertility rate and immigration rate to the city, Edmonton's Aboriginal population is expected to grow over 10% within Edmonton and by 30 to 40% in the surrounding areas.
- Edmonton has the youngest population of every major city in Canada at a median age of 36 compared to the Canadian median age of 40 years old, and with 20% of the population that is under 18. In addition, Edmonton has a very young Aboriginal population with a median age of 25 years old.
- Significant increases in population growth across many diverse demographics, combined with a young population will pose challenges to the Branch to support these populations diverse needs.

## Potential Service Impacts

- Changes to national and provincial economic markets may impact provincial financial support for city funding, and social support initiatives. The Branch may need to support advocacy efforts and engage the community to further explore collaborations and partnership opportunities.

## Social Development

- There are still over 100,000 people living in poverty in Edmonton, with 30,000 of them children. With low oil prices negatively affecting the economy, the rate of poverty may increase in the short term. As such, a greater-good commitment through concerted efforts by the Branch, the City and other government levels around poverty elimination may need to be increased to proactively address this problem.



# Branch — Community Strategies & Development

---

## Positive Change—Innovation & Continuous Improvement

Community Strategies and Development has undergone a review of innovative practices and continuous improvement activities at all levels of operations. Several opportunities for savings and better business practices have been captured. The positive change initiatives the Branch is undertaking will either result in a base budget reduction or be innovatively reallocated internally.

### Truth and Reconciliation Commission Reallocation

Administration has been working with the Wicahitowin Society to support organizational development of the Board since the 2013 City Auditor's Report. Administration has taken an active role in the month-to-month management of \$500,000/year funding they receive through a five year funding agreement as they work towards completing the City Auditor's recommendations. As a result, unspent operational dollars from the Wicahitowin Society has led to yearly savings which have been redirected to advance the City of Edmonton's efforts around the Truth and Reconciliation Commission's Calls to Action.

### EndPovertyEdmonton Reallocation

The Branch has reallocated two FTE's and programming dollars to tackle the EndPovertyEdmonton initiative. This is due to the need to develop the EndPovertyEdmonton Implementation Plan and to begin implementation of recommendations from the plan. EndPovertyEdmonton is a transformational initiative that requires significant resources to develop plans and programs to move forward on poverty elimination, as such, resources were reallocated from other initiatives to provide support to EndPovertyEdmonton and its goal of poverty elimination in a generation.

### Mill Woods Seniors Activity Centre Temporary Staffing

Three FTE's were reallocated to address the current staffing needs of the Mill Woods Seniors Activity Centre. Two of the positions normally support the other 16 senior centres, the Branch's seniors' team and a number of initiatives related to the seniors sector which include Age Friendly Edmonton and the Seniors Council Initiative. The third position was hired to support Child Friendly Edmonton and was reallocated, with additional funds, to support the cultural inclusion work with the Mill Woods Seniors Activity Centre's Board of Directors.

### Multicultural Relations Innovation

Given a stronger emphasis on social inclusion, separating Aboriginal Relations and Multicultural Relations into two sections with assigned Directors allows for enhanced oversight and responsiveness to community needs. The costs associated were addressed by reallocating a vacant FTE and other funds from the Aboriginal and Multicultural Relations sections.

### Volunteer Programs

Community Strategies and Development depends on the work of volunteers throughout the city to augment the great work of front line staff. Volunteers aid the Department in enhancements to our standard operations that would not otherwise occur. Staff working in concert with volunteers allow for additional projects and services to be delivered to the citizens of Edmonton.

### Customer Relationship Management Grantor Implementation

The CRM Grantor implementation will significantly improve upon the current manual grant administration process. This infrastructure, once fully functional, will provide online applications, streamline internal processes and connect to finance for quicker turnaround on applications and disbursement of funds. This corporate technological solution will improve the efficiency of grant information management and address recommendations for consistency and effectiveness. With the full implementation of CRM Grantor, citizens can anticipate online applications, instant communication and faster grant processing.

### Performance Measures Database Replacement

The database replacement will increase the usability, transparency and reporting responsiveness of performance measures data for all Branches in the Department. Data will be available in near real-time from Enterprise applications and will be accessible through multiple avenues, including interactive dashboards, standardized printed reports and online ad-hoc querying. Through a partnership with Corporate Strategic Planning, the project will have a Corporate lens that will likely support and enable other areas of the Corporation.

# Branch — Community Strategies & Development

## Approved 2016-2018 Budget – Branch Summary by Program

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	321	172	351	76	76	76
Grants	14,858	14,847	14,845	17,075	17,075	17,075
Transfer from Reserves	-	-	2,900	2,900	2,900	2,900
<b>Total Revenue &amp; Transfers</b>	<b>\$15,179</b>	<b>\$15,019</b>	<b>\$18,096</b>	<b>\$20,051</b>	<b>\$20,051</b>	<b>\$20,051</b>
<b>Expenditure &amp; Transfers</b>						
Business Strategies and Community Initiatives	11,742	10,749	8,465	9,123	8,968	8,923
Communities of Interest	5,207	5,751	6,633	6,823	7,134	7,403
Community Investment	22,930	24,154	27,337	29,419	29,606	29,798
<b>Total Expenditure &amp; Transfers</b>	<b>\$39,879</b>	<b>\$40,654</b>	<b>\$42,435</b>	<b>\$45,365</b>	<b>\$45,708</b>	<b>\$46,124</b>
<b>Net Operating Requirement</b>	<b>\$24,700</b>	<b>\$25,635</b>	<b>\$24,339</b>	<b>\$25,314</b>	<b>\$25,657</b>	<b>\$26,073</b>
<b>Full-time Equivalents</b>	100.2	103.7	100.9	104.9	104.9	104.9





# Branch — Community Strategies & Development

## Approved 2016-2018 Budget – Branch Summary by Cost Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	321	172	351	76	76	76
Grants	14,858	14,847	14,845	17,075	17,075	17,075
Transfer from Reserves	-	-	2,900	2,900	2,900	2,900
<b>Total Revenue &amp; Transfers</b>	<b>\$15,179</b>	<b>\$15,019</b>	<b>\$18,096</b>	<b>\$20,051</b>	<b>\$20,051</b>	<b>\$20,051</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	9,272	9,525	10,329	11,056	11,383	11,736
Materials, Goods, and Supplies	508	593	532	553	529	516
External Services	1,911	3,034	3,487	3,818	3,698	3,627
Intra-municipal Charges	365	383	400	354	363	372
Utilities & Other Charges	27,973	27,269	27,837	29,734	29,885	30,023
Subtotal	40,029	40,804	42,585	45,515	45,858	46,274
Intra-municipal Recoveries	(150)	(150)	(150)	(150)	(150)	(150)
<b>Total Expenditure &amp; Transfers</b>	<b>\$39,879</b>	<b>\$40,654</b>	<b>\$42,435</b>	<b>\$45,365</b>	<b>\$45,708</b>	<b>\$46,124</b>
<b>Net Operating Requirement</b>	<b>\$24,700</b>	<b>\$25,635</b>	<b>\$24,339</b>	<b>\$25,314</b>	<b>\$25,657</b>	<b>\$26,073</b>
<b>Full-time Equivalents</b>	100.2	103.7	100.9	104.9	104.9	104.9



# Branch — Community Strategies & Development

## Budget Changes for 2016 - 2018

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc.

The decrease is due to the removal of Leased Space (\$275) from the budget in 2016 with an offsetting reduction to expenses. All other user fees remain consistent.

#### Grants

The increase in 2016 of \$2,230 is due to a Family and Community Support Services (FCSS) provincial funding allocation increase announced in the fall of 2015 with an offsetting increase to expenditures.

### Expenditures & Transfers - Changes

#### Personnel

Increases are due to movements toward job rates, changes in benefits, and approved cost of living adjustments. New services in Council Initiatives and Aboriginal Partnership Initiative added 4.0 FTE and corresponding personnel costs.

#### Materials, Goods & Supplies

The increase in 2016 is mainly due to align actual costs with the budget (copier). This increase is offset by a reduction in expenses (2016-2018) due to the Innovation and Continuous Improvement initiatives.

#### External Services

The decrease in 2016 is mainly due to a reduction in expenses pertaining to Leased Space (\$275 with an offsetting reduction to revenue) offset by new Services in Council Initiatives, EndPovertyEdmonton and Aboriginal Partnership Initiative

#### Intra-municipal Services

In 2016, the decrease is due to reduced human resources on demand. Small adjustments in 2017 and 2018 to increase material management, leased parking, and law on demand.

#### Grants, Utilities & Other Charges

In 2016, the increase is primarily due to additional FCSS expenses offset by related increase in FCSS grant revenues of \$2,230. There is also an increase for inflation on grants as per corporate guidelines for 2016 to 2018 of \$134, \$159 and \$158 respectively. These increases are partially offset in 2016 by two discontinued grants, Enterprise Square Galleries and the Edmonton Aboriginal Business and Professional Association (\$365). In addition to these changes, increases in work under the Aboriginal Partnership Initiative for \$102, \$87 and \$77 are offset by an ongoing reduction in CFPCG of (\$250) in 2016.

### Full-time Equivalents - Changes

4.0 new FTE as per approved Service Packages for Council Initiatives and The Aboriginal Partnership Initiative.

# Branch — Community Strategies & Development

## Approved 2016-2018 Budget – Program Summary

### Program Name - Business Strategies and Community Initiatives

#### Results to be Achieved

This program strengthens community partnerships through key policies and initiatives, as well as providing leadership to the department through strategic planning, performance measurement and department services. The program delivers the highest standards of customer service and stakeholder engagement to front-line branches.

#### Cost Drivers

- Number of projects, initiatives and plans that arise from City Council and Corporate requests
- The Way Ahead Implementation Plan and/or other Branch's requests for services

#### Policy and/or Legislation

Business Strategy and Community Initiatives adheres to Council Policies/plans, including: Advocacy Voice of Edmonton Committee Bylaw (16658), Poverty Elimination Bylaw (16765), Multi-year Budgeting Policy (C578), Council Initiatives (C518).

Business Strategy and Community Initiatives addresses issues for Council Initiatives including: Arts and Culture, EndPovertyEdmonton, Winter Cities, Women's Initiatives.

#### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$145	\$117	\$76	\$76	\$76	\$76
Expenditure & Transfers	11,892	10,899	8,615	9,273	9,118	9,073
Subtotal	11,747	10,782	8,539	9,197	9,042	8,997
Intra-municipal Recoveries	(150)	(150)	(150)	(150)	(150)	(150)
Net Operating Requirement	\$11,597	\$10,632	\$8,389	\$9,047	\$8,892	\$8,847
Full - Time Equivalents	54.0	56.3	53.5	55.5	55.5	55.5

#### 2015 Services

Managed and supported multiple council directed initiatives including: EndPovertyEdmonton, Edmonton's Women's initiative, and the WinterCity Implementation Plan; contributed to the advancement of corporate strategic processes plans and the oversight of The Way Ahead Implementation Plan. The program will continue the Enterprise Square Galleries partnership initiative; and partnering on multi-tenant spaces for not-for-profit organizations (including MacEwan West Campus).

#### Changes in Services for 2016 - 2018

Consistent core services for 2015 will continue, with additional focus on the progression of multiple council-directed initiatives including: EndPovertyEdmonton, continuing support for Edmonton's Women's Initiative, developing a Social Development Framework, and coordinated implementation of Edmonton's WinterCity Strategy including hosting an International WinterCity Conference in 2017.

# Branch — Community Strategies & Development

## Approved 2016-2018 Budget – Program Summary

### Program Name - Communities of Interest

#### Results to be Achieved

This program ensures that Edmonton is an inclusive and welcoming city for citizens from diverse backgrounds, and enhances opportunities for these citizens to access amenities and services that will improve their quality of life.

#### Cost Drivers

- Number of projects which arise from City Council, civic agencies and communities
- The Way Ahead Implementation Plan and/or other Branch's requests for services
- Complexity of the portfolio

#### Policy and/or Legislation

Communities of Interest adheres to Council Policies/plans, including: Accessibility Advisory Committee Bylaw (17002), Immigration and Settlement Policy (C529), Council Initiatives (C518), Volunteerism Policy (C504), Integration of Persons with Disabilities Policy (C466).

Communities of Interest addresses issues for Council Initiatives including: Child Friendly Edmonton, Indigenous Peoples Strategy, Multiculturalism, NextGen, Seniors.

#### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>(\$000)</b>						
Revenue & Transfers	\$111	\$57	\$275	-	-	-
Expenditure & Transfers	5,207	5,751	6,633	6,823	7,134	7,403
Subtotal	5,096	5,694	6,358	6,823	7,134	7,403
Intra-municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$5,096	\$5,694	\$6,358	\$6,823	\$7,134	\$7,403
Full - Time Equivalents	32.2	33.4	33.4	35.4	35.4	35.4

#### 2015 Services

In 2015, the program has started and/or completed the following: implementation of Phase Two of the Seniors Assisted Transportation Model; support of intercultural, community-based hubs that support communities of interest (e.g. Africa Centre & McCauley School); working towards a City of Edmonton Seniors Strategy; implementation of the Vision for an Age Friendly Edmonton Action Plan; development of a community based Local Immigration Partnership and an "Edmonton for All" Action plan; and ongoing implementation of the Senior's Centres plan.

#### Changes in Services for 2016 - 2018

Additional services are planned to include: Updating the Urban Aboriginal Accord; implementation of the Edmonton for All Action Plan; supporting the Fort Edmonton Corporation in the development of the Indigenous Peoples' Experience; advancing projects and initiatives related to the City of Edmonton's Urban Aboriginal Strategy; implementation of "Year of Reconciliation" initiatives; further implementation of projects related to the Child Friendly Edmonton initiative; and continuing implementation of Age Friendly Edmonton work plan.

# Branch — Community Strategies & Development

## Approved 2016-2018 Budget – Program Summary

### Program Name - Community Investment

#### Results to be Achieved

The program brings various sectors together to collaborate and improve service delivery. The program evaluates, allocates, monitors, and coordinates resources and program assistance for individuals, groups and agencies who partner with the City to improve the quality of life for Edmontonians.

#### Cost Drivers

- Number of partners
- Number of Grant programs and identified needs of not-for-profit groups
- Provincial grant funding sources

#### Policy and/or Legislation

Community Investment adheres to Council Policies/plans, including: Community Services Advisory Board Bylaw (11926), Community Investment Grant Bylaw (14157), Community Investment Grants to Organizations and Individuals (C211F), Family and Community Support Services Program (C417A), Community Facility Partnership Capital Grant Program (C562), Community League Grants Policy (C502A), Immigration and Settlement Policy (C529), and Seniors Centre Plan (2011-2021).

#### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>((\$000))</b>						
Revenue & Transfers	\$14,923	\$14,845	\$17,745	\$19,975	\$19,975	\$19,975
Expenditure & Transfers	22,930	24,154	27,337	29,419	29,606	29,798
Subtotal	8,007	9,309	9,592	9,444	9,631	9,823
Intra-municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$8,007	\$9,309	\$9,592	\$9,444	\$9,631	\$9,823
Full - Time Equivalents	14.0	14.0	14.0	14.0	14.0	14.0

#### 2015 Services

The program continued the work on the implementation of the recommendations from the Family and Community Support Services (FCSS) review, continued the integration of the Customer Relationship Management (CRM) Grantor system into the regular work flow, and improving client service processes. This program also provided core FCSS program funding of \$12.3 million to 65 social service agencies to deliver 89 programs; 250 not-for-profits received Community Investment Operating Grants; Council approved 13 capital projects recommended for the Community Facility Partnership Capital Grant Program; processed over 100 Emerging Immigrant and Refugee Community grant applications; administered the Senior Centre Investment Program; 157 Community Leagues were eligible for operating funds and 30 received infrastructure grants; participated in many community collaborations to address social issues; and provided support to the Community Services Advisory Board (CSAB).

#### Changes in Services for 2016 - 2018

The focus will be to utilizing further efficiencies and measuring the value created from the integration of the CRM Grantor system, further implementation of FCSS review recommendations, and continuing the work around core grant programs including the FCSS program, the Community Facility Partnership Capital Grant Program, and the Community Investment Operating Grants, to name a few.

# Branch — Community Strategies & Development

Program - Business Strategies and Community Initiatives

Title - EndPovertyEdmonton

The Way Ahead Implementation Plan  
Funded  
Ongoing

## Results to be Achieved

The goal of this service package is to advance work on the Mayor's Task Force by developing and moving forward on a 10 year road map for implementation. At the same time, supporting the many ongoing tasks linked to building the EndPovertyEdmonton movement including communications, social media and engagement. This service package will provide funding to take initial steps towards the ultimate goal of eliminating poverty in Edmonton within a generation and focusing on the need to finalize a robust 10 year road map for City Council approval in May 2016. As a Council Initiative, and overall social need, EndPoverty Edmonton aligns with the corporate outcome "Edmonton is a safe city".

## Description

EndPovertyEdmonton will develop a sound 10 year road map in 2016 for the implementation of the community grounded EndPovertyEdmonton Strategy, which was unanimously approved by Edmonton City Council on December 15, 2015. EndPovertyEdmonton is also hitting the ground running with multiplatform efforts to coordinate community approaches to end poverty, support a "movement" to engage Edmontonians in this work, and to oversee this complex community change initiative in this critical year. This service package will cover implementation, administration and operational expenses for the development of the 10 year implementation road map by spring 2016, including hosting costs, meetings, volunteer costs and the communications and planning expenses needed to finalize the roadmap. The package will also address the need for continued research, development of a robust evaluation framework and metrics for the 10 year road map to monitor its progress. It will include expenses for contract support, the production of the 10 year road map plan and other related materials. Finally, this funding will support the identification, development and support of an oversight governance entity or home for the EndPovertyEdmonton plan as part of the road map. It will offer some support to make the transition to the new governance entity in mid to late 2016.

## Justification

Poverty continues to be a major issue that impacts all Edmontonians; complex, systemic and deeply rooted. EndPovertyEdmonton is a generational initiative looking to transform Edmonton. To achieve this goal of ending poverty here in a generation, funding is required to implement, manage and coordinate all the actions that will be sequenced and detailed in the 10 year road map. City funding for 2016 will, it is hoped, leverage financial and other sustainable resources support from other orders of government as well as other corporate and community sources in 2016. If the service package is not funded, the Community Services Department resources will be stretched to take on this important role and wide ranging initiative. In addition, significant portions of the EndPovertyEdmonton 10 year road map will require additional multisourced resources in order to be implemented.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$300	-	300	-	(\$300)	-	(300)	-	-	-	-	-
<b>Total</b>	<b>\$300</b>	<b>-</b>	<b>300</b>	<b>-</b>	<b>(\$300)</b>	<b>-</b>	<b>(300)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# Branch — Community Strategies & Development

## Program - Communities of Interest Title - The Aboriginal Partnership Initiative

## The Way Ahead Implementation Plan Funded Ongoing

### Results to be Achieved

As part of The Way Ahead Implementation Plan, the partnership initiative is targeted to create engagement and social inclusion for First Nations, Metis and Inuit living in Edmonton, and to promote connectedness for Aboriginal Peoples to the city in which they live, work and play. The Indigenous Peoples Strategy Council Initiative, as part of the Aboriginal Partnership Initiative, will provide Aboriginal youth with the skills and capacity to take on leadership roles and participate fully in civic processes, alleviate specific issues and concerns for Aboriginal women, and create an overall sense of belonging and connectedness to Edmonton as Aboriginals transition to urban living. In addition, Aksis, the Edmonton Aboriginal Business and Professional Association, will serve as a central meeting point that inspires Edmonton's Aboriginal business community to connect, collaborate and create. These initiatives align to the Corporate Outcome "Edmontonians are connected to the city in which they live, work and play."

### Description

- The Indigenous People's Strategy: To advance the Indigenous People's Strategy Council Initiative projects including Urban Aboriginal Strategy framework development, Aboriginal Accord renewal, enhanced indigenous youth programs and engagement, program development of Kihciy Askii, and to continue the work of the Truth and Reconciliation Commission. Two full time FTEs in 2016 are needed to advance the Indigenous Peoples Strategy projects. Ongoing annual funding of \$625.
- Aksis: To extend City Council commitment for an additional three years as the group continues operation into year 4, 5 and 6 of its initial plan. Support will cover core operating expenses (such as staffing, administrative supplies, communications, etc.) and be reduced yearly as the group works toward financial self-sufficiency. Ongoing annual funding of \$75.

### Justification

Edmonton has one the fastest growing urban Aboriginal populations in Canada. Approximately 6% of Edmonton's population identify as Aboriginal and is relatively young, with a median age of 25 compared to the Edmonton median age of 36. A service package to support the Indigenous Peoples Strategy Council Initiative is crucial to address specific areas of concern for Edmonton's urban Aboriginal population. In addition, supporting Aksis with continued funding would ensure that Aboriginal business people and groups continue to build strong business networks and contribute positively to Edmonton's business community. The impact of not funding these programs would hinder the goal for the continued inclusion and success of future generations and the ability to build upon and strengthen existing relationships.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$400	-	400	2.0	\$170	-	170	-	\$130	-	130	-
<b>Total</b>	<b>\$400</b>	<b>-</b>	<b>400</b>	<b>2.0</b>	<b>\$170</b>	<b>-</b>	<b>170</b>	<b>-</b>	<b>\$130</b>	<b>-</b>	<b>130</b>	<b>-</b>



# Branch — Community Strategies & Development

## Program - Business Strategies and Community Initiatives

### Title - 2016-2018 Council Initiatives

New or Enhanced Service  
Funded  
Ongoing

#### Results to be Achieved

To continue to advance City Council's initiatives agenda, additional funding is required to respond to projects and key actions. This service package will focus on specific projects associated with particular Council Initiatives Winter Cities and Gender Based Violence Prevention. Funding requests for Council Initiatives related to Aboriginals and social development appear in separate service packages as they are key components of The Way Ahead. The 2016 Council Initiatives align to the Corporate Outcomes "Edmontonians are connected to the city in which they live, work and play", and "Edmonton is a safe city".

#### Description

- Winter City Initiative & Conference: To support the planning, organization, and delivery of a second International Winter Cities Conference in early 2017. A full time FTE in 2016 is needed to advance Winter Cities projects. One-time funding only for the conference of \$400.
- Gender Based Violence Prevention: To support actions and programs to reduce domestic violence and sexual assault in Edmonton by working with key stakeholders and community partners to increase awareness and understanding of gender based violence, advance innovative solutions and demonstrate leadership to change the conversation on gender based violence. A full time FTE in 2016 is needed to further the gender based violence prevention initiative. Ongoing annual funding of \$188.

#### Justification

Each year, Community Services is approached to address issues arising from emerging or unanticipated related activities associated with Council Initiatives. Community Services often manages these costs through the redeployment of staff and a re-prioritization of existing programs/projects, which may result in negatively impacting existing service levels. This package would provide additional funding to be put towards the work identified to advance Council Initiatives across the Department, in particular, providing funding to initiatives requiring additional capacity to achieve important components of Council Initiatives. If this package is not funded, the Department's ability to be responsive to communities' emerging concerns may be impacted without the ability to reallocate resources as needed. The Community Services Department is structured to respond to initiatives and corporate opportunities when they arise, but certain initiatives come with expectations beyond the Department's resources.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$385	-	385	2.0	\$3	-	3	-	(\$200)	-	(200)	-
<b>Total</b>	<b>\$385</b>	<b>-</b>	<b>385</b>	<b>2.0</b>	<b>\$3</b>	<b>-</b>	<b>3</b>	<b>-</b>	<b>(\$200)</b>	<b>-</b>	<b>(200)</b>	<b>-</b>

# Branch — Facility and Landscape Infrastructure

## Introduction

Facility and Landscape Infrastructure contributes to the City's strategic plan by designing, building and maintaining facilities, landscapes and park infrastructure to meet the needs of clients, partners and the public. Utilizing a one city approach, the Branch provides facility and landscape infrastructure planning, design, and construction services to support the delivery of the 2015-2018 Capital Construction Plan. The Branch manages numerous capital construction projects on an annual basis and supports Community Services, Transportation, Sustainable Development, Edmonton Police Service and Edmonton Public Library. The Branch also supports the City's project delivery areas through the Corporate Centre for Project Management, which develops policies and processes that support a consistent project management approach across the corporation.

In addition to delivering the capital program, the Branch also proactively maintains over \$6 billion in City assets with a citizen-centric focus to providing maintenance and custodial services. This also includes energy management services on behalf of the City from negotiating energy supply contracts to developing energy conservation programs for City facilities. Key Branch Goals for 2016-2018 are delivering the 2015-2018 Capital Construction Plan, facility renewal projects, project management integration and improving energy management of City facilities.



The work of the Branch is delivered by four program areas:

**Building Design and Construction** represents the interests of the City and public in facility planning, design, construction, rehabilitation, demolition and environmental remediation. The program is supported by the Facility Architecture and Engineering section, which provides technical expertise in project development, architecture and engineering. Types of projects include recreation centres, fire and police stations, libraries and transit facilities.

**Facility Maintenance Services** provides maintenance

and custodial services to over 900 City facilities valued at over \$6 billion with the goal of maximizing their lifespan while minimizing costs and disruptions to public services. Facilities include recreation centres, police stations, libraries, City-owned office towers and transit shelters. It also provides energy management support on behalf of the City. In addition, this program also includes the Corporate Centre for Project Management, which acts as a centralized service for all City employees on matters related to project management.

**Landscape Design and Construction** provides project management, planning, design, survey, and construction services to build and renew parks, playgrounds, sports fields, and other landscapes to meet the immediate and long-term livability needs of Edmontonians. This is accomplished utilizing internal expertise with support from external consultants and contractors.

**Park and Facility Development** provides capital planning and capital budget services to Community Services for a wide range of park and facility needs. The program includes the development and rehabilitation of recreation facilities, parks and a wide variety of partner projects. The Program also completes park and facility master plans and assesses the condition of infrastructure in parks.

Milner Library Rendering



Clareview Sports Field

Charlesworth Playground



# Branch — Facility and Landscape Infrastructure

---

The primary focus of Facility and Landscape Infrastructure is managing capital construction projects and maintenance of City-owned facilities and landscapes. There are three main emerging issues that may impact this work over the next three years.

## Potential Funding Implications

- Changes to national and provincial economic markets may impact the amount of funding available for capital construction through programs such as the Municipal Sustainability Initiative (MSI).
- Increasing funding for partner projects through the City of Edmonton operating and capital budgets may impact the number and complexity of capital construction projects supported by the Branch.

## Preventive Maintenance and Rehabilitation

- To support the growth in the City of Edmonton, the inventory of City-owned buildings has increased by 22% from 2008 to 2014.
- Maintaining City-owned assets to maximize their life-cycle and minimize disruptions to citizens requires an increasing focus on preventive maintenance activities, rather than performing maintenance only when equipment failures occur.
- Significant investments were made through the 2015-18 capital budget to begin addressing the deferred maintenance backlog that in 2015 was measured at approximately \$650 million. However, additional investment is required for the Branch to reach the minimum target of a 2% investment in maintenance work based on the current replacement value of facilities.

## Emerging Environmental Policies and Regulations

- The Branch is anticipating that other levels of government may change policies and regulations in the areas of greenhouse gas reduction, energy efficiency and environmental sustainability.
- New environmental standards will have to be incorporated in all stages of capital project management.
- The Office of Energy Management is leading the planning to mitigate this risk; however, additional resources will be required to meet these new standards as they are introduced.

## Impact of Previous Council Decisions

The 2015-2018 Capital Budget has shown a significant increase in the number and complexity of construction projects resulting in \$1.3 billion in capital projects to be delivered by Facility and Landscape Infrastructure. Combined with previous capital budget decisions, this results in a variety of new City facilities being brought on line that require custodial and maintenance services to be provided by the Branch. The new facilities include Pilot Sound, Rosedale and Windermere Fire Stations, Northwest Police Campus, Westwood Transit Garage replacement, Valley Zoo - Nature's Wild Backyard, Calder and Capilano Libraries, as well as new bus shelters and spray parks.



# Branch — Facility and Landscape Infrastructure

---

## Positive Change—Innovation & Continuous Improvement

In addition to the significant number of capital construction projects that the Branch manages, Facility and Landscape Infrastructure will undertake continuous improvement and innovation initiatives to enhance operations and improve service delivery. The positive change initiatives that the branch is undertaking will result in either a base budget reduction or internal reallocation.

### Building Automation

The Building Automation System is a tool that monitors a facility's major building systems, allowing the Branch to act prior to an equipment issue or failure. It can be accessed from any location with an internet connection, so maintenance staff do not have to be on site to access building data, creating efficiencies in service response. Proactively monitoring building systems reduces the facility's environmental impact and utility costs, improves building safety, streamlines operations, and can increase revenues due to reduced downtime as a result of equipment failures. An exciting innovation to the Building Automation System is a software platform, Coppertree Energy Analytics, which provides a clear picture of a building's energy use for specific equipment, and allows technologists to focus on particular areas for improvements. The City of Edmonton is among the first municipalities in North America to implement this technology.



### Building Re-commissioning

Facility Maintenance Services has begun identifying high utility usage buildings and is engaging in a full end-to-end re-commissioning of mechanical and electrical components within these facilities. The focus is to restore building systems to their original design intent as well as to identify any design or operational improvements. The financial impact of energy consumption reduction as the result of this work will be seen by other Branches such as CRF, Transportation, and others. This project will also improve operating efficiencies and decrease maintenance costs.

### Energy management

Under the City's new electricity service contract, the vendor will provide value-added services in support of City energy conservation programs. Working in conjunction with the Branch's Office of Energy Management, these services will be used to mitigate energy use. The Branch's Office of Energy Management will also be negotiating a new natural gas contract in 2016, and expects to achieve savings via a lower cost per gigaJoule.

### Project Management

Project management continuous improvement initiatives are achieved through the Corporate Centre for Project Management with the aim to improve project management practices across the City. These initiatives include the Project Management Reference Guide and the Project Management Information System, which will be implemented in the 2016-2018 timeframe. As a result of this work, an interactive online system will be created to access project management materials and to connect to other systems to share project-related data, thus enabling the project management processes to be actionable on a daily basis.

### SAP Mobility

The SAP Mobility Project creates a paperless work order system and online timekeeping for facility maintenance trades. This initiative will significantly reduce paper and print costs, at the same time increasing work order capacity and data integrity. Project implementation is anticipated by the end of 2016 with a return on investment realized within two years of final implementation.

## Branch — Facility and Landscape Infrastructure

### Approved 2016-2018 Budget – Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	598	541	503	503	503	503
<b>Total Revenue &amp; Transfers</b>	<b>\$598</b>	<b>\$541</b>	<b>\$503</b>	<b>\$503</b>	<b>\$503</b>	<b>\$503</b>
<b>Expenditure &amp; Transfers</b>						
Building Design and Construction	7,464	7,675	8,645	8,959	9,435	9,552
Facility Maintenance Services	74,228	82,006	89,354	97,161	101,508	107,287
Landscape Design and Construction	9,214	9,105	10,935	10,932	11,290	11,359
Park and Facility Development	4,648	5,057	4,845	5,341	5,759	5,843
Intra-municipal Recoveries	(41,978)	(42,752)	(47,475)	(49,448)	(51,501)	(52,724)
<b>Total Expenditure &amp; Transfers</b>	<b>\$53,576</b>	<b>\$61,091</b>	<b>\$66,304</b>	<b>\$72,945</b>	<b>\$76,491</b>	<b>\$81,317</b>
<b>Net Operating Requirement</b>	<b>\$52,978</b>	<b>\$60,550</b>	<b>\$65,801</b>	<b>\$72,442</b>	<b>\$75,988</b>	<b>\$80,814</b>
<b>Full-time Equivalents</b>	546.8	559.3	592.8	615.1	630.2	653.8



## Branch — Facility and Landscape Infrastructure

### Approved 2016-2018 Budget – Branch Summary by Cost Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	598	541	503	503	503	503
<b>Total Revenue &amp; Transfers</b>	<b>\$598</b>	<b>\$541</b>	<b>\$503</b>	<b>\$503</b>	<b>\$503</b>	<b>\$503</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	46,985	49,656	55,161	59,016	62,392	66,539
Materials, Goods, and Supplies	6,208	7,007	7,543	8,916	7,397	7,616
External Services	33,923	37,084	42,614	44,261	45,569	47,764
Fleet Services	2,659	3,032	2,648	3,115	3,069	3,022
Intra-municipal Charges	4,748	5,922	4,247	5,815	8,159	7,704
Utilities & Other Charges	787	928	1,566	1,270	1,406	1,396
Transfer to Reserves	244	214	-	-	-	-
Subtotal	95,554	103,843	113,779	122,393	127,992	134,041
Intra-municipal Recoveries	(41,978)	(42,752)	(47,475)	(49,448)	(51,501)	(52,724)
<b>Total Expenditure &amp; Transfers</b>	<b>\$53,576</b>	<b>\$61,091</b>	<b>\$66,304</b>	<b>\$72,945</b>	<b>\$76,491</b>	<b>\$81,317</b>
<b>Net Operating Requirement</b>	<b>\$52,978</b>	<b>\$60,550</b>	<b>\$65,801</b>	<b>\$72,442</b>	<b>\$75,988</b>	<b>\$80,814</b>
<b>Full-time Equivalents</b>	546.8	559.3	592.8	615.1	630.2	653.8

### Budget Changes for 2016-2018

(\$000)

#### Revenue & Transfers - Changes

##### User Fees, Fines, Permits, etc.

No change.

# Branch — Facility and Landscape Infrastructure

## Budget Changes for 2016-2018 (con't)

(\$000)

### Expenditures & Transfers - Changes

#### Personnel

Increase reflects operating costs for maintenance and custodial services for new facilities (2016 - \$1,542; 2017 - \$1,542; 2018 - \$2,101), Support for Partner Capital Projects \$500, and changes for movement toward job rate, changes in benefits and approved cost of living adjustment.

#### Materials, Goods & Supplies

Increase in 2016 reflects operating costs for maintenance and custodial services for new facilities, and Project Management Information System software license fees.

#### External Services

Change reflects an increase in building maintenance contract work as a result of increase in demand work, particularly contract work for Transit in the amount of \$1,000 to align to their actual costs, which are recoverable from Transit. Changes also reflect an increase due to custodial contract renegotiations and a decrease due to the transfer of rental costs from External Services to Intra-municipal Charges.

#### Fleet Services

Over 2016-2018, there is an increase of \$656 for maintaining fleet, fuel costs, and future replacement of fleet.

#### Intra-municipal Charges

Increases reflect space rent and one-time moving costs in 2016 and 2017, including Edmonton Civic Tower.

#### Utilities & Other Charges

Change reflects transfer of Facility Maintenance Services space rental costs from External Services to Intra-municipal Charges.

#### Intra-municipal Recoveries

Increase in recoveries reflects the operating impact of capital for new Police and Library facilities (2017 - \$386 and 2018 - \$2,037) and increased demand work requirements from client areas for building maintenance and custodial services including the \$1,000 Transit alignment to actual cost, which is an offset to the External Services cost.

### Full-time Equivalents - Changes

Increase in FTEs reflects the increase in the maintenance and custodial services for new facilities due to the operating impacts of capital and support for Capital Partner Projects and Corporate Environmental Initiatives.





# Branch — Facility and Landscape Infrastructure

## Approved 2016-2018 Budget – Program Summary

### Program Name - Building Design and Construction

#### Results to be Achieved

Buildings Design and Construction will deliver a projected \$1.3 billion of capital work approved through the 2015-2018 Capital Budget. The program will target on-time and on-budget project delivery, pursuing LEED Silver designation (where applicable), increasing waste diversion, and reducing energy use. Thus this work will contribute to a well-designed, attractive Edmonton.

#### Cost Drivers

Number of Capital Projects – City of Edmonton and Partner groups

Size of Capital Projects – City of Edmonton and Partner groups

#### Policy and/or Legislation

Policy C532 - Sustainable Building Policy - Leadership in Energy and Environmental Design (LEED) Silver

Policy C458C - Percent for Art to Provide and Encourage Art in Public Areas

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	7,464	7,675	8,645	8,959	9,435	9,552
Subtotal	7,464	7,675	8,645	8,959	9,435	9,552
Intra-municipal Recoveries	(7,571)	(6,844)	(7,835)	(7,871)	(8,294)	(8,391)
Net Operating Requirement	(\$107)	\$831	\$810	\$1,088	\$1,141	\$1,161
Full - Time Equivalents	53.0	53.0	53.0	55.0	55.0	55.0

#### 2015 Services

In 2015, this program delivered client projects on-time and on-budget, pursuing LEED Silver designation (where applicable), increased waste diversion and reduced energy use, thus protecting the interests of the City and the public. Utilizing in-house architectural and engineering expertise, Building Design and Construction managed project delivery of approximately \$354 million related to new buildings, facilities, and attractions, as well as rehabilitation of existing infrastructure. Major projects included: Castle Downs, John Fry, and Victoria Park Pavilions; Heritage Valley Fire Station; Mill Woods Library, Seniors and Multicultural Centre; Valley Zoo Nature's Wild Backyard Phase I; and the demolition of the former SPCA building. The program also developed conceptual and feasibility studies, managed pilot projects related to new facility technologies as well as undertook studies and assessments required to support the ongoing operations, maintenance and rehabilitation of existing City facilities.

#### Changes in Services for 2016 - 2018

Core services for 2016-2018 will remain consistent with previous years. The program will continue to manage the planning, design and construction of new buildings and facilities, and the rehabilitation of existing infrastructure. Projects for 2016-2018 will include: Calder, Capilano and Milner Libraries; Lewis Estates and Rosedale Fire Stations; Co-located Emergency Operations Centre; Valley Zoo Nature's Wild Backyard Phase II; and completion of Rogers Place downtown arena.

# Branch — Facility and Landscape Infrastructure

## Approved 2016-2018 Budget – Program Summary

### Program Name - Facility Maintenance Services

#### Results to be Achieved

Facility Maintenance Services will provide maintenance, operational and custodial services for over 900 City facilities worth over \$6 billion with the goal of maximizing their lifespan while minimizing costs and disruptions to public services. The section also provides maintenance services at just under 700 other miscellaneous facilities such as park spray decks, splash pads and river valley foot bridges. The program seeks to improve the average asset condition as measured by the Facility Condition Index to 0.95, maintain maintenance funding as a percentage of replacement value of buildings in the target of 2%, and impact citizen's perception of facility cleanliness in a positive way. Through sound stewardship practices, the program contributes to the Corporate outcomes "The City of Edmonton has a resilient financial position" and "The City of Edmonton has sustainable and accessible infrastructure."

#### Cost Drivers

Number of City of Edmonton assets  
Number of City of Edmonton programs

#### Policy and/or Legislation

Policy A1403A Maintenance of City Owned Facilities  
Policy C532 Sustainable Building Policy - Leadership in Energy and Environmental Design (LEED) Silver  
Alberta Fire Code  
National Fire Protection Association Standards for Fire Doors and Other Opening Protectives

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$583	\$541	\$503	\$503	\$503	\$503
Expenditure & Transfers	74,228	82,006	89,354	97,161	101,508	107,287
Subtotal	73,645	81,465	88,851	96,658	101,005	106,784
Intra-municipal Recoveries	(28,862)	(31,615)	(31,680)	(34,792)	(36,215)	(37,276)
Net Operating Requirement	\$44,783	\$49,850	\$57,171	\$61,866	\$64,790	\$69,508
Full - Time Equivalents	371.2	385.7	419.2	439.5	454.6	478.2

#### 2015 Services

In 2015, Facility Maintenance Services provided facility maintenance services by completing over 55,000 facility maintenance service work orders valued at over \$46.4 million. The program also delivered approximately \$19.3 million in custodial services for City facilities. A major accomplishment is the development of the Online Maintenance Work Request Submission form.

The Corporate Centre for Project Management continued to steward the City's project management processes and address outstanding audit recommendations by working with capital construction areas to implement the Project Management Reference Guide, develop the Project Management Information System, advance the Project Management Training Strategy and work with business areas to undertake Project Management maturity assessments.

#### Changes in Services for 2016 - 2018

Core services for 2016-2018 will remain consistent with previous years. Service changes include supporting operations and maintenance of new buildings that are completed in the 2016-2018 operating budget cycle; developing the Facility Renewal Strategy; increasing fire door and fire damper inspections; and undertaking functional re-design renovations of the Westwood Integrated Services Centre.

With respect to the Corporate Centre for Project Management, the program will implement the Project Management Information System, develop Project Management Reference Guide version 2.0 and conduct Project Management Maturity Assessments for other capital construction business areas in the corporation.

# Branch — Facility and Landscape Infrastructure

## Approved 2016-2018 Budget – Program Summary

### Program Name - Landscape Design and Construction

#### Results to be Achieved

Landscape Design and Construction provides project management, planning, design, survey, and construction services to build and renew parks, playgrounds, sports fields, and other landscapes to meet the immediate and long-term livability needs of Edmontonians. The program mitigates project risks by adhering to project management best practices, legislative requirements and City policies, as well as ensures client and stakeholder needs are met. Through these efforts, the program works to contribute to a well-designed, attractive Edmonton and targets on-time and on-budget project delivery.

#### Cost Drivers

Number of Capital Projects – City of Edmonton and Partner groups  
Size of Capital Projects – City of Edmonton and Partner groups

#### Policy and/or Legislation

Policy C512 - Environmental Policy  
Policy C513 - Public Involvement Policy  
Policy C458C - Percent for Art to Provide and Encourage Art in Public Areas

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	9,214	9,105	10,935	10,932	11,290	11,359
Subtotal	9,214	9,105	10,935	10,932	11,290	11,359
Intra-municipal Recoveries	(5,545)	(4,231)	(7,824)	(6,785)	(6,992)	(7,057)
Net Operating Requirement	\$3,669	\$4,874	\$3,111	\$4,147	\$4,298	\$4,302
Full - Time Equivalents	85.5	83.5	83.5	81.5	81.5	81.5

#### 2015 Services

The program managed the planning, design and construction of over 200 public landscape projects with an annual combined value of approximately \$30 million. Projects ranged in scale and complexity comprising of district and neighbourhood parks: Ivor Dent, Alex Decoteau, Quarters, Dermott and Queen Elizabeth as well as various school park sites; community funded installations including neighborhood playgrounds and other joint community funded amenities; conservation of miscellaneous playspace equipment, sports fields, parks, and utility projects; as well as roadway and drainage landscape projects. The program has also implemented organizational changes to provide more efficient and effective services.

#### Changes in Services for 2016 - 2018

Core functions for 2016-2018 will remain consistent with previous years. Utilizing available resources, the program will continue to manage the planning, design and construction of parks and public green spaces, as well as support the concept and detail design of partner landscape projects. Projects for 2016-2018 include: base level development for five parks adjacent to P3 schools (Windermere, Ambleside, McConachie, Suder Greens, and MacTaggart); delivery of the Neighbourhood Park Development Program comprising of various playgrounds and spray parks; and numerous park and river valley conservation projects.

# Branch — Facility and Landscape Infrastructure

## Approved 2016-2018 Budget – Program Summary

### Program Name - Park and Facility Development

#### Results to be Achieved

Park and Facility Development provides capital planning and capital budget services to the Community Services Department and partners for a wide range of park and facility needs. The program includes the development and rehabilitation of recreation facilities, parks and a variety of partner projects. The program also completes park and facility master plans and tracks and assesses infrastructure in parks. Through these efforts, the Program works to contribute to a well-designed, attractive Edmonton and targets on-time and on-budget project delivery.

#### Cost Drivers

Number of capital projects, initiatives and plans - City Council, City of Edmonton and community partners  
The Way Ahead Implementation Plan

One time transfers from Capital (ex. percent for art)

#### Policy and/or Legislation

Policy C532 - Sustainable Building Policy - Leadership in Energy and Environmental Design (LEED) Silver

Policy C513 - Public Involvement Policy

Policy C458C - Percent for Art to Provide and Encourage Art in Public Areas

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$15	-	-	-	-	-
Expenditure & Transfers	4,648	5,057	4,845	5,341	5,759	5,843
Subtotal	4,633	5,057	4,845	5,341	5,759	5,843
Intra-municipal Recoveries	-	(62)	(136)	-	-	-
Net Operating Requirement	\$4,633	\$4,995	\$4,709	\$5,341	\$5,759	\$5,843
Full - Time Equivalents	37.1	37.1	37.1	39.1	39.1	39.1

#### 2015 Services

In 2015, the program undertook the development and rehabilitation of recreation facilities, park renewal, approval of partner projects on parkland and ongoing warranty / deficiency work. Projects included Castle Downs, John Fry and Victoria Park Pavilions; Mill Woods Library, Seniors and Multicultural Centre; the Coronation Community Recreation Centre, Valley Zoo Nature's Wild Backyard Phase I, Ivor Dent Sports Park and the implementation of recently approved Master Plans in Queen Elizabeth Park, Buena Vista / Laurier Parks, Dermott District Park and improvements to Paul Kane Park.

#### Changes in Services for 2016 - 2018

Core services for 2016-2018 will remain consistent with previous years. The program will continue to deliver Council approved plans for park and facility development by defining program needs in conjunction with community partners. Staff will continue to represent the interests of the Community Services Department during the design and building phases of capital construction projects to ensure the original program intent is maintained and final products meet the needs and expectations of park and facility users. Projects supported for 2016-2018 will include schematic design of Lewis Farms Recreation Centre, Kihciy Askiy Sacred Earth Phase 1, Valley Zoo Nature's Wild Backyard Phase II and the Borden Park Natural Swim Experience.

# Branch — Facility and Landscape Infrastructure

## Program - Facility Maintenance Services Title - Operating Impacts of Capital

## Operating Impacts of Capital Funded Ongoing

### Results to be Achieved

Custodial and maintenance services must be provided to new facilities to ensure the efficient operations of City programs and to provide the public with a positive and safe experience in the various City programs and services. Providing custodial and maintenance services on a regular basis ensures that facilities are properly maintained, so that they can continue to be used now and in the future, while minimizing the funding required to do so. These new facilities contain a variety of building components, which must be inspected and serviced in accordance with regulatory and warranty requirements. This work aligns with the Corporate Outcomes “Edmonton is attractive and compact” and “Edmonton is a safe city”, and may contribute to the Corporate Performance Measure “Edmontonians’ assessment: well-designed and attractive city” and to the Branch measure of percentage of Edmontonians who report facilities are clean and well maintained.

### Description

This service package provides funding for maintenance and custodial services at new City of Edmonton facilities that will open in 2016-2018 including those for Waste Management Services, Edmonton Transit and Community Services. Facility and Landscape Infrastructure also provides maintenance and custodial services to the Edmonton Police Service and the Edmonton Public Library. New facilities include Pilot Sound, Rosedale and Winderemere Fire Stations, Northwest Police Campus, Westwood Transit Garage replacement, Valley Zoo - Nature's Wild Backyard, Calder and Capilano Libraries, as well as new bus shelters and spray parks. The request is based upon an industry standard of 2% of construction cost for the maintenance of typical public facilities (reduced for minor facilities as appropriate) and reflects the fact that some buildings will not be in service until part way through this three-year budget cycle. This service package includes 16.3 FTEs in 2016, plus 14.1 FTEs in 2017, and additional 21.6 FTEs in 2018.

### Justification

If the package is not approved, planned maintenance in other facilities will need to be reduced to provide the budget required to ensure the functionality of facilities and that appropriate safety standards are maintained. This reduction will increase the risk of equipment breakdown resulting in unplanned emergency repairs or replacement work and could lead to greater funding requirements in the future to keep facilities operational. The 2% ratio of maintenance budget to construction replacement value of City facilities, which is a Branch performance measure based on industry standards, will also be impacted. This is further supported by the City Auditor's review of facility maintenance indicating that planned maintenance typically costs less than corrective maintenance.

Reducing service levels to other facilities will also result in increased life cycle costs, reduced availability of facilities for use by the public and City staff, and is most likely to decrease satisfaction with the levels of maintenance and cleanliness of public facilities.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	\$328	-	328	2.7	\$272	-	272	1.6
New Budget	\$3,953	-	3,953	16.3	\$567	-	567	11.4	\$1,979	-	1,979	20.0
<b>Total</b>	<b>\$3,953</b>	<b>-</b>	<b>3,953</b>	<b>16.3</b>	<b>\$895</b>	<b>-</b>	<b>895</b>	<b>14.1</b>	<b>\$2,251</b>	<b>-</b>	<b>2,251</b>	<b>21.6</b>

# Branch — Facility and Landscape Infrastructure

**Program - Building Design and Construction**  
**Title - Support for Partner Capital Projects**

**New or Enhanced Service**  
**Funded**  
**Ongoing**

## Results to be Achieved

This service package will enable Facility and Landscape Infrastructure to support partner groups in building infrastructure on City-owned land as well as projects that are supported through funding by the City. This work will include feasibility studies, business case development and review, and other activities to support partner capital projects in the programming, design and construction phases. The funding will ensure that new facilities meet the partner's needs, budgets are developed using proper methodologies, and future maintenance needs are considered. This service package supports Corporate Outcomes "Edmonton is attractive and compact" and "the City of Edmonton has a resilient financial position". This work is expected to positively affect Corporate Performance Measures "Edmontonians' assessment: access to amenities and services that improve quality of life" and "Edmontonians' assessment: well-designed and attractive city".

## Description

This service package will fund staff to provide ongoing guidance to City partners, such as Community Leagues, Sport and Arts Organizations as well as Multicultural and Seniors' Centres, through the planning, design and construction process for facilities, landscapes and parks. Due to increased available funding for partner projects in the City's Operating and Capital Budgets, the number of partner capital projects is anticipated to grow in 2016-2018. Four FTEs and a consulting budget beginning in 2016 will provide an appropriate level of support and communication for these projects. This support will assist in managing the risk of inadequately designed and built facilities on City-owned land thereby avoiding future costs to the Corporation. This work will also build and grow partnerships positioning the City as a valuable and active partner throughout the life of these projects to ensure benefits to both parties are maximized and risks are managed.

## Justification

Facility and Landscape Infrastructure continues to support partner work in the delivery of capital infrastructure projects. The complexity and number of partner projects has increased, and the Branch lacks sufficient resources to provide support for capital partner projects resulting in a service gap. The lack of support to clients and their partner groups may lead to poorly defined, designed and constructed projects as well as ineffective partnerships. If this package is not funded, the Corporation will increase its financial risk of having to take over running and/or maintaining poorly designed and constructed facilities built on City land by partner groups. The major cost drivers of this work are the number and complexity of current and anticipated future capital construction projects undertaken by partners, for which guidance and support is and will be sought.

incremental (\$000)	2016				2017				2018		
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net
Annualization	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$500	-	500	4.0	\$0	-	0	-	-	-	-
<b>Total</b>	<b>\$500</b>	<b>-</b>	<b>500</b>	<b>4.0</b>	<b>\$0</b>	<b>-</b>	<b>0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>





## Introduction

Through the protection of life, property and the environment, Fire Rescue Services strives to improve the livability of all Edmontonians. The provision of internationally-recognized frontline fire rescue services, fire prevention programs and public education make the city a safer and healthier place. Fire Rescue plays a key role in supporting The Way We Live by providing services that contribute to Edmonton being a safe city.

Fire Rescue Services strives to meet or exceed National Fire Protection Association standards, as outlined in the Fire Rescue Master Plan, City Policy C523A. It also works toward continuous improvement by maintaining accredited agency status, as granted through the Commission on Fire Accreditation International.

In 2014, Fire Rescue Services responded to 42,180 total dispatched events, including 27,276 medical event responses, 9,999 rescue event responses, 3,225 fire suppression event responses and 1,680 hazardous material event responses. With City Council's support, Fire Rescue Services achieved full first alarm travel response in eight minutes or less 84% of the time from 2012 to 2014, despite significant population and commercial growth in the city. However, this level of service delivery is still below the target of 90%.

The work of the Branch is delivered by five program areas:

**Fire Rescue Operations** provides frontline firefighter response to a range of emergency events, including life threatening medical events, technical rescue events and fire events such as structure fires, non-structure fires, industrial fires, vehicle fires and wildland interface fires. A hazardous material unit crew responds to emergencies involving high hazard rail, industrial and commercial events and administers the appropriate chemical, biological, radiological, nuclear and explosives program. The Fire Rescue Operations service delivery model is designed to provide public safety coverage to Edmonton's communities 24 hours a day, 7 days a week, 365 days a year.

**Planning and Office of Emergency Management** creates, implements and maintains an all hazards emergency management program that includes mitigation, preparedness, response and recovery planning, training and exercises. The program area delivers Incident Command System, Emergency Operations Centre and Emergency Management courses according to accreditation and best practices; creates, evaluates and revises emergency plans, oil and gas plans and directives; business continuity planning capabilities through exercises and workshops in conjunction with external stakeholders. It also develops, coordinates and implements plans and procedures to support and disseminate information to the community before, during and after an incident.

**Public Safety** enforces and complies with provincial and federal legislation for the safety and security of people and property by providing oversight of the risk assessment model, conducting fire prevention and life safety inspections, delivering public education programs and completing fire investigations. This program also provides advocacy to other orders of government in improving safety, specifically regarding provincial and national fire and building codes, and works toward ensuring Edmonton is a safe city by protecting people and property from fires through fire protection engineering, plans reviews and collaborative input into area structure and future neighbourhood designs.

**Technical Services** evaluates incoming emergency calls for Fire Rescue response, dispatches resources, provides emergency response communications support during emergency events, provides public safety technology and delivers mapping services. This program area manages Fire Rescue's accreditation and environmental programs. It will also lead preparation work required for migration to the provincial first responder radio system.

**Training and Logistics:** Training manages the recruitment and training of new firefighters, as well as maintaining certifications, occupational skills and ongoing career development of firefighters to keep front-line staff current with ability and knowledge of an ever-changing fire industry. Logistics coordinates the management of Fire Rescue's capital assets, facilities, apparatus fleet and inventory, personal protective and safety equipment, and supply needs. This area also oversees the Health and Wellness, and Occupational Health and Safety programs for Fire Rescue members.





# Branch — Fire Rescue Services



Previous investments made by City Council enabled Fire Rescue Services to maintain current service levels, despite significant population and commercial growth in the city. The Branch will continue to strive to meet the Council endorsed Service Level Targets outlined in the Fire Rescue Master Plan while addressing emerging issues. Over the next three years, the key challenges for the Branch will revolve population and demographics, industrial and commercial growth, emerging trends in firefighter training and managing internal growth.

## Population and Demographics

- Edmonton's population is projected to increase by 8% from 2015 to 2019. The number of emergency events that Fire Rescue Services responds to will increase at a higher rate than population growth. The Branch will continue to increase its fire safety education and awareness programs for the growing at-risk demographics to prevent fire related emergencies
- Proposed annexation of areas surrounding the city will increase the area of response coverage and would change the amount of resources required to meet the Branch's Service Level Targets

## Industrial and Commercial Growth

- As the city continues to experience commercial growth, the number of maximum and high risk building and occupant locations to be inspected is expected to continue to increase
- The petrochemical, processing and transportation industries in the city and its periphery have experienced significant growth and are expected to continue to grow. Developing inter-municipal emergency response plans to major incidents and adding a HazMat unit are essential to mitigate the risk posed by industries to people, property and the environment

## Emerging Trends and Internal Growth

- Emerging trends in firefighter training combined with growth in frontline staffing complement and the number of fire stations impacts the Branch's ability to maintain necessary certifications outlined in the Fire Rescue Master Plan. The number of frontline firefighters to be trained will continue to increase with the opening of new fire stations



## Impact of Previous Council Decisions

Fire Station capital projects approved during 2015-2018 Capital Budget cycle will require on-going funding to operate and maintain.

- City Council approved the Pilot Sound fire station capital project (12-60-0020) in December 2014. On-going funding is required to operationalize the Pilot Sound fire station
- City Council approved the Rosssdale fire station reactivation capital project (15-70-0002) in December 2014. On-going funding is required to operationalize the Rosssdale fire station
- City Council approved the Windermere fire station capital project (15-70-0004) in December 2014. On-going funding is required to operationalize the Windermere fire station and staff a rescue unit crew for city-wide coverage
- Annualization of 2014 Council Approved Lewis Farms Fire Station Service Package

## Positive Change – Innovation & Continuous Improvement

Fire Rescue Services delivers an essential public service, helping make Edmonton a safer place to live, work and play. The Branch continues to improve the quality of services delivered to the community through review of operational practices and implementation of innovative processes and strategies while demonstrating fire rescue best practices.

## Practical Training Facility Conversion

Conversion of the Fire Rescue practical training tower from a wood burning facility to liquid petroleum, allows for an increased number of opportunities for firefighters to train in live fire scenarios. Air, water and training equipment contamination is also reduced, while the health and safety of firefighters training in this type of situation and life cycle



of training equipment are improved. The setup and clean-up time has been drastically reduced, allowing for reallocation of labourers to support other functions at the Training Academy.

## **Repurposing of the Air Monitoring Unit**

HazMat Area Ray Detectors have replaced the function of the former Air Monitoring Unit truck. The modern technology of these detectors provide a higher level of accuracy and are safer than what the former Air Monitoring Unit provided. As a funded reserve unit, the former Air Monitoring Unit has been repurposed into a technical rescue back up unit, allowing for fast and efficient response to Technical Rescue emergency events when the primary unit is unavailable. The Air Monitoring Unit no longer needs to be calibrated and personnel no longer require training on the Unit resulting in cost savings.

## **Trial of Sprinter Unit**

A smaller sized Sprinter Unit being utilized for daily delivery of fire station supplies is expected to reduce fuel and preventative maintenance costs compared to the larger Air Salvage Unit.

## **Station Paper Reduction Initiative**

Fire Rescue Services will continue to reduce paper usage in the fire stations by digitizing the reports / forms and eliminating the reports that aren't needed. A standardized process for posting information in Captain's offices in the stations is implemented to increase consistency and efficiency.

## **Vacancy Management Model**

Fire Rescue Services will implement a revised Firefighter Personnel Vacancies Management Model. New recruit classes will begin when the number of vacancies meets the minimum class size. The delay in filling vacant Firefighter positions is expected to generate savings for the Branch. This initiative could result in an unfavourable personnel budget variance for the Branch if the expected number of retirees is not reached.

## **Fire Safety Fee**

The new Fire Code, effective May 1, 2015, requires that Fire Rescue Services review and accept fire safety plans for construction and demolition sites. The Branch has been performing this function since 2009 without a fee. As the new Fire Code mandates review of fire safety plan by Fire Rescue Services in conjunction with the commercial building permit application, a fee is warranted.

## **Fire Training Water Dechlorination**

Fire Rescue Services uses chlorinated water for some of its training programs. The initiatives taken in the past helped reduce the discharge of chlorinated water into the storm sewer system by 100,000 litres per training day. To further reduce chlorinated water discharge, Fire Rescue Services will introduce a dechlorination system and tank which will supply dechlorinated water for training. This initiative is expected to reduce chlorinated water consumption by 6,000,000 to 12,000,000 litres annually and ensure a high level of Enviro compliance. Other initiatives include using City approved ornamental ponds for water discharge.

## **Uniform and Clothing Inventory Control**

Uniform and clothing distribution is issued on a monthly basis rather than annually, which has increased efficiency regarding inventory control. Staff are now responsible for picking up their own order instead of Logistics staff delivering to stations, which has allowed for Logistics to increase the level of service delivered to internal staff.

## **Equipment Inventory Control**

An electronic form to report lost and/or damaged equipment was implemented during 2015. An increased level of accountability has been placed with Station Officers and this has resulted in improvements for the numbers of equipment that have been lost/damaged since implementation of the electronic reporting and tracking system.

# Branch — Fire Rescue Services



## Approved 2016 – 2018 Budget – Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	2,262	2,476	1,902	2,202	2,207	2,212
Grants	1,703	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$3,965</b>	<b>\$2,476</b>	<b>\$1,902</b>	<b>\$2,202</b>	<b>\$2,207</b>	<b>\$2,212</b>
<b>Expenditure &amp; Transfers</b>						
Fire Rescue Operations	123,737	136,109	145,817	152,504	157,801	163,162
Planning and Office of Emergency Management	909	1,215	1,262	1,336	1,348	1,357
Public Safety	18,216	19,370	20,701	21,325	21,424	21,523
Technical Services	8,013	8,880	9,904	10,037	10,265	10,424
Training and Logistics	22,146	23,024	20,567	22,359	23,655	24,974
<b>Total Expenditure &amp; Transfers</b>	<b>\$173,021</b>	<b>\$188,598</b>	<b>\$198,251</b>	<b>\$207,561</b>	<b>\$214,493</b>	<b>\$221,440</b>
<b>Net Operating Requirement</b>	<b>\$169,056</b>	<b>\$186,122</b>	<b>\$196,349</b>	<b>\$205,359</b>	<b>\$212,286</b>	<b>\$219,228</b>
<b>Full-time Equivalents</b>	<b>1,180.0</b>	<b>1,186.5</b>	<b>1,213.3</b>	<b>1,240.3</b>	<b>1,263.5</b>	<b>1,290.4</b>



# Branch — Fire Rescue Services



## Approved 2016 – 2018 Budget – Branch Summary By Cost Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	2,262	2,476	1,902	2,202	2,207	2,212
Grants	1,703	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$3,965</b>	<b>\$2,476</b>	<b>\$1,902</b>	<b>\$2,202</b>	<b>\$2,207</b>	<b>\$2,212</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	143,477	157,294	168,326	175,932	181,956	188,197
Materials, Goods, and Supplies	5,708	7,063	7,051	7,670	7,970	8,355
External Services	11,829	11,835	11,975	12,415	12,415	12,415
Fleet Services	9,893	10,325	9,021	9,473	10,037	10,324
Intra-municipal Charges	767	915	595	782	799	818
Utilities & Other Charges	1,376	1,181	1,292	1,298	1,325	1,340
Subtotal	173,050	188,613	198,260	207,570	214,502	221,449
Intra-municipal Recoveries	(29)	(15)	(9)	(9)	(9)	(9)
<b>Total Expenditure &amp; Transfers</b>	<b>\$173,021</b>	<b>\$188,598</b>	<b>\$198,251</b>	<b>\$207,561</b>	<b>\$214,493</b>	<b>\$221,440</b>
<b>Net Operating Requirement</b>	<b>\$169,056</b>	<b>\$186,122</b>	<b>\$196,349</b>	<b>\$205,359</b>	<b>\$212,286</b>	<b>\$219,228</b>
<b>Full-time Equivalents</b>	<b>1,180.0</b>	<b>1,186.5</b>	<b>1,213.3</b>	<b>1,240.3</b>	<b>1,263.5</b>	<b>1,290.4</b>

## Budget Changes for 2016 – 2018

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc.

In 2016, a new Fire Safety Fee of \$100 will be included in Fire Rescue Services Fees & Charges, a volume and rate increase of \$195 for New Business Licence Inspection Fees, and a Consumer Price Index percentage rate increase of \$5 for other fees are also included. No significant change in 2017-2018.





## Budget Changes for 2016 – 2018 (cont'd)

(\$000)

### Expenditures & Transfers - Changes

#### Personnel

The movement toward job rate, changes in benefits, approved cost of living adjustments, and currency exchange adjustment for Uniforms & Clothing account for increases of \$5,039 in 2016; \$2,812 in 2017; and \$2,471 in 2018. The current Edmonton Fire Fighters Union Collective Agreement will expire on December 26, 2016.

Personnel costs related to growth, including Lewis Farms Fire Station Annualization and funded Operating Impacts of Capital Service Packages, are \$3,285 in 2016; \$3,212 in 2017; and \$3,770 in 2018.

In 2016, personnel costs will be reduced by \$718 from Innovation & Continuous Improvement savings associated with Vacancies Management Model.

#### Material, Goods & Supplies

In 2016, Safety Equipment, and Fire Fighting Equipment includes an adjustment for increased currency exchange rate of \$468.

Materials and equipment increase related to growth, including Lewis Farms Fire Station Annualization and funded Operating Impacts of Capital Service Packages, are \$109 in 2016; \$201 in 2017; and \$241 in 2018.

Inflation increases in Safety Equipment, Fire Fighting Equipment and Equipment Maintenance, offset by Corporate Innovations, are \$42 in 2016; \$99 in 2017; and \$144 in 2018.

#### External Services

In 2016, an increase of \$440 is required to maintain, inspect and repair fire hydrants, as per the Fire Hydrant Service Agreement (2012-2016) held between the City of Edmonton and Epcor Water Services Inc. No change in contract dollars for 2017-2018 as a new agreement has not been finalized.

#### Fleet Services

In 2016-2018, there is an increase of \$957 for future replacement of the fleet, an increase of \$309 for maintaining the fleet, and a increase of \$37 for fuel costs.

#### Intra-municipal Charges

In 2016-2018, increase is mainly due to Building Maintenance charges, Staff Support and Digital Print Centre.

#### Utilities & Other Charges

No significant change.

#### Intra-municipal Recoveries

No change.

### Full-time Equivalents - Changes

Increase in FTEs related to growth, including Lewis Farms Fire Station Annualization and Operating Impacts of Capital Service Packages, are 27.0 FTEs in 2016; 23.2 FTEs in 2017; and 26.9 FTEs in 2018.



## Approved 2016 – 2018 Budget – Program Summary

### Program Name - Fire Rescue Operations

#### Results to be Achieved

Fire Rescue Operations staff provide public safety coverage to the city 24 hours a day, 7 days a week, 365 days a year. Front-line firefighters respond to a range of emergency incidents including fire suppression, medical first response, vehicle extrication, specialty rescue, water rescue, hazardous materials and environmental impact events.

#### Cost Drivers

- Number of emergency incident response calls.
- Fire Rescue Master Plan service level targets based on the National Fire Protection Association 1710 industry standard, specifically full first alarm assignment and first unit on scene response times.

#### Policy and/or Legislation

The Fire Rescue Master Plan, City Policy C523A, outlines service level standards and targets.

Fire Rescue Master Plan Principle 1.1: Edmonton Fire Rescue Services shall have fire response service level targets that guide the effective and efficient allocation of resources.

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$2,283	\$1,534	\$1,401	\$1,401	\$1,401	\$1,401
Expenditure & Transfers	123,757	136,109	145,817	152,504	157,801	163,162
Subtotal	121,474	134,575	144,416	151,103	156,400	161,761
Intra-municipal Recoveries	(20)		-	-	-	-
Net Operating Requirement	\$121,454	\$134,575	\$144,416	\$151,103	\$156,400	\$161,761
Full - Time Equivalents	1,023.0	1,029.5	1,051.3	1,076.3	1,097.2	1,121.4

#### 2015 Services

- Operationalized the Heritage Valley Fire Station to serve the community and surrounding areas.
- Identified traffic corridors to expand the traffic light pre-emption system to improve city-wide full first alarm coverage.
- Eight minute or less travel response time for the deployment of a full first alarm assignment of a minimum of 16 firefighters on scene at a fire suppression incident: 84% of the time\*. The target is 90%.
- Seven minute or less response time for arrival of first pumper company at fire rescue incidents: 81.3% of the time\*. The target is 90%.

\*January 1 - June 30, 2015 Services

#### Changes in Services for 2016 - 2018

- Pilot Sound Fire Station is projected to open in early 2017. 25 FTEs will begin training in September 2016 in order to staff the Pilot Sound Fire Station pumper unit.
- Rosedale Fire Station is projected to be reactivated in early 2017. 5 FTEs in 2017 in order to staff the Rosedale Fire Station rescue unit.
- Windermere Fire Station is projected to open in early 2019. 20 FTEs will begin training in September 2018 in order to staff the Windermere Fire Station pumper unit and 20 FTEs will begin training in March 2018 in order to staff the additional rescue unit to provide city-wide coverage.



## Approved 2016 – 2018 Budget – Program Summary

### Program Name - Planning and Office of Emergency Management

#### Results to be Achieved

Planning and Office of Emergency Management is responsible for ensuring the City of Edmonton is prepared for, can respond to, and recover from all hazards including natural disasters, technological incidents and human-caused incidents. This program also provides strategic support to City of Edmonton business areas, which deliver direct services to the citizens, through creation of business continuity plans and by conducting emergency preparedness training with City staff and stakeholders on a regular basis.

#### Cost Drivers

- Number of incidents and training protocols/sessions.
- Number of Emergency Operations Centre activations.
- Number of Emergency Support Response Team activations.

#### Policy and/or Legislation

The City of Edmonton's Municipal Emergency Plan, City Policy C508, provides an overall strategy for the management of major emergencies or disasters affecting Edmonton. City of Edmonton Bylaw 14737 provides for the direction and control of the City of Edmonton's emergency operations. The Alberta Emergency Management Act gives the local authority responsibility for the direction and control of the City's emergency response and for the preparation and approval of emergency plans and programs.

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$3	-	-	-	-	-
Expenditure & Transfers	909	1,215	1,262	1,336	1,348	1,357
Subtotal	906	1,215	1,262	1,336	1,348	1,357
Intra-municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$906	\$1,215	\$1,262	\$1,336	\$1,348	\$1,357
Full - Time Equivalents	8.0	8.0	8.0	8.0	8.0	8.0

#### 2015 Services

- Number of COE employees participating in emergency preparedness training and exercises: 150\*.
- Number of citizens at emergency preparedness events: 18,147\*.
- Number of public events participated to raise awareness of personal emergency preparedness: 12\*.
- Number of Emergency Operations Centre activations: 30\*.
- Number of Emergency Support Response Team activations: 8\*.
- Number of people assisted by Emergency Support Response Team: 298\*.
- Hosted annual Get Ready in the Park event to raise awareness of emergency preparedness.

\*January 1 - June 30, 2015 Services

#### Changes in Services for 2016 - 2018

Demand for existing services such as emergency planning is expected to increase and it will be delivered using existing resources.





## Approved 2016 – 2018 Budget – Program Summary

### Program Name - Public Safety

#### Results to be Achieved

Public Safety enforces and complies with provincial and federal legislation for the safety and security of people and property by conducting fire prevention and life safety inspections, delivering public education programs and completing fire investigations. Other functions include reviewing construction site safety, business licenses, building and area structure plans, and fire safety complaints response.

#### Cost Drivers

- Number of Quality Management Plan fire inspections to be completed.
- Number of fire prevention programs and public education programs delivered.
- Number of fire investigations required.

#### Policy and/or Legislation

Fire Rescue Master Plan Principle 3.1: Fire Rescue Services shall have a City Council approved and Alberta Safety Codes Council endorsed Quality Management Plan (QMP). The QMP establishes service delivery standards, responsibilities and the minimum performance criteria to be provided by the Municipality under the Safety Codes Act. Fire prevention inspection frequencies are based on a risk assessment instrument using the variables of probability and consequence.

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$526	\$699	\$400	\$700	\$705	\$710
Expenditure & Transfers	18,222	19,381	20,707	21,331	21,430	21,529
Subtotal	17,696	18,682	20,307	20,631	20,725	20,819
Intra-municipal Recoveries	(6)	(11)	(6)	(6)	(6)	(6)
Net Operating Requirement	\$17,690	\$18,671	\$20,301	\$20,625	\$20,719	\$20,813
Full - Time Equivalents	61.0	60.0	64.0	64.0	64.0	64.0

#### 2015 Services

- Quality Management Plan inspections completed, maximum risk occupancy (level 4): 2,346\*.
- Quality Management Plan inspections completed, high risk occupancy (level 3): 3,711\*.
- Number of investigated fires: 391\*.
- Number of file searches/false alarms/miscellaneous jobs: 6,112\*.
- Number of business license inspections and development plan reviews were 661\* and 231\* respectively.
- Fire hydrant service agreement cost for 2015 services is \$11,300,000.
- Plan to host Fire Summit VI, with the objective to identify the best practices in public safety risk management.

\*January 1 - June 30, 2015 Services

#### Changes in Services for 2016 - 2018

Demand for existing services such as fire safety plan review and public education is expected to continue to increase and these services will be delivered with existing resources.



## Approved 2016 – 2018 Budget – Program Summary

### Program Name - Technical Services

#### Results to be Achieved

This program is responsible for evaluating incoming emergency calls for Fire Rescue response, dispatching resources, providing emergency response communications support during emergency events, providing public safety technology and delivering mapping services. Technical Services also manages Fire Rescue's accreditation and environmental programs.

#### Cost Drivers

- Number of emergency incident response call events managed.
- Service level targets as identified in the Fire Rescue Master Plan and based on the National Fire Protection Association 1710 industry standard, specifically call evaluation and dispatch times.

#### Policy and/or Legislation

The Fire Rescue Master Plan, City Policy C523A, outlines service level standards and targets.

Fire Rescue Master Plan Principle 1.1: Edmonton Fire Rescue Services shall have fire response service level targets that guide the effective and efficient allocation of resources.

Resources	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$1	-	-	-	-	-
Expenditure & Transfers	8,013	8,881	9,904	10,037	10,265	10,424
Subtotal	8,012	8,881	9,904	10,037	10,265	10,424
Intra-municipal Recoveries		(1)	-	-	-	-
Net Operating Requirement	\$8,012	\$8,880	\$9,904	\$10,037	\$10,265	\$10,424
Full - Time Equivalents	53.0	53.0	54.0	55.0	56.0	56.0

#### 2015 Services

- 90 second or less call evaluation and dispatch time for fire rescue events: 93.5% of the time\*. The target is 90%.
- Will manage in excess of 45,000 emergency calls for Fire Rescue response.
- Maintenance of branch environmental management systems in accordance to the ISO 14001 standard.
- Management of annual compliance reporting process to maintain Commission on Fire Accreditation International (CFAI) international accreditation through Center for Public Safety Excellence and management of public safety technology assets including over 600 radios and 130 mobile data terminals.
- Plan for the migration to the provincial first responder radio system.

\*January 1 - June 30, 2015 Services

#### Changes in Services for 2016 - 2018

Continued growth experienced by Fire Rescue Services requires funding to manage and maintain equipment inventory and the added complexity of migrating all Fire Rescue radio equipment to the new provincial first responder radio system as well as supporting the records management system.



## Approved 2016 – 2018 Budget – Program Summary

### Program Name - Training and Logistics

#### Results to be Achieved

Training is responsible for the recruitment and training of new firefighters, as well as maintaining certifications, occupational skills and ongoing career development. Logistics coordinates the management of Fire Rescue's capital assets, facilities, apparatus fleet and inventory, personal protective and safety equipment, and supply needs.

#### Cost Drivers

- Number of training programs to be delivered and number of firefighters requiring training.
- Number of fire stations, facilities, apparatus fleet and inventory, personal protective equipment, safety equipment and supplies to be logistically managed.
- Ongoing Health and Wellness programs.

#### Policy and/or Legislation

- Fire Rescue Master Plan Principle 1.4: Edmonton Fire Rescue Services shall have fire apparatus preventive maintenance and life cycle programs to guide the effective and efficient management of resources.
- Fire Rescue Master Plan Principle 2.1: Edmonton Fire Rescue Services shall implement inclusive recruitment practices that reach out to the entire community and utilize hiring standards that attract and select the best and most qualified candidates.
- Fire Rescue Master Plan Principle 2.2: Edmonton Fire Rescue Services shall ensure personnel possess required core competencies, maintained and upgraded through ongoing training, education and certification.

#### Resources

	2013	2014	Adjusted			
(\$000)	Actual	Actual	2015	2016	2017	2018
			Budget	Budget	Budget	Budget
Revenue & Transfers	\$1,152	\$243	\$101	\$101	\$101	\$101
Expenditure & Transfers	22,149	23,027	20,570	22,362	23,658	24,977
Subtotal	20,997	22,784	20,469	22,261	23,557	24,876
Intra-municipal Recoveries	(3)	(3)	(3)	(3)	(3)	(3)
Net Operating Requirement	\$20,994	\$22,781	\$20,466	\$22,258	\$23,554	\$24,873
Full - Time Equivalents	35.0	36.0	36.0	37.0	38.3	41.0

#### 2015 Services

- Over 60 training programs delivered, including: recruit and promotional classes, apparatus operations, driver training and core competency courses.
- Over 90,000 hours of practical, classroom and e-Learning training received by firefighters.
- Managed, in partnership with Fleet Services, over 100 Fire Rescue apparatus units.
- Managed, in partnership with Facility Landscape and Infrastructure, facility needs for 28 fire stations and project oversight for the design and construction of three new fire stations.
- Managed the personal protective equipment, safety equipment and supply needs of over 1,000 firefighters.
- Fleet Services cost for 2015 services is \$9,020,817.

#### Changes in Services for 2016 - 2018

With City Council's support, the number of front line firefighters and fire stations has increased in the last few years. Ongoing funding is required to staff the areas that provide training and logistical support for front line firefighters and coordinate construction and renovation projects, repair and maintenance of existing facilities.

# Branch — Fire Rescue Services



**Program - Fire Rescue Operations**  
**Title - Operating Impacts of Capital - Pilot Sound**  
**Fire Station**

**Operating Impacts of Capital**  
**Funded**  
**Ongoing**

## Results to be Achieved

This service package improves the livability of Edmontonians by contributing to the Corporate Outcome: "Edmonton is a safe city" through protecting property, people and the environment and minimizing the impact of fires. It also contributes to the Corporate Outcome: "Edmonton is an environmentally sustainable and resilient city" by minimizing impacts of hazardous material breaches on air, land and water systems through quick and effective suppression of fire events.

The service package contributes to the Corporate Measure: "Edmontonians' assessment: Safe city" and helps improve full first alarm response times and fires contained in room of origin.

With the Pilot Sound fire station operational, Fire Rescue's capacity for first unit fire and medical event response to this community and surrounding area will move toward the Council endorsed response time Service Level Targets and current units will be kept within their primary area of response coverage.

## Description

This service package funds the ongoing operating impacts of the Pilot Sound fire station capital project approved by City Council in December 2014.

- 25.0 FTEs to staff a pumper unit crew, effective September 2016
- 1.0 FTE to staff a Facilities and Projects Technician position, effective January 2016
- 1.0 FTE to staff a Records Management System Administrator position, effective January 2016

## Justification

Previous investments made by City Council have enabled Fire Rescue Services to maintain key performance measures such as full first alarm response times and fires contained in room of origin, despite significant population and commercial growth in the city. The Fire Rescue Master Plan outlines fire response service level targets (Principle 1.1) and the strategic station based deployment model (Principle 1.3).

Operationalizing the Pilot Sound fire station will improve Fire Rescue's first unit fire and medical event response to communities in the northeast of the city that have experienced rapid development and growth. As of June 30, 2015, the year-to-date four minute travel time response to the area is at 28%, well below the Council endorsed Service Level Target of a city wide four minute travel time, 90% of the time. Furthermore, the new fire station will incrementally improve response across the whole of the city as units from existing stations are more available for their primary area of response coverage.

With City Council's support, there has been an increase in the number of fire stations and supporting technology over the past few years; however, personnel that support front-line Operations have not kept pace with this growth. Fire Rescue Services needs additional resources to support the coordination of its construction and renovation projects, repair and maintenance of existing facilities and records management system technology.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	\$1,959	-	1,959	16.7	-	-	-	-
New Budget	\$1,452	-	1,452	10.3	\$443	-	443	-	\$59	-	59	-
<b>Total</b>	<b>\$1,452</b>	<b>-</b>	<b>1,452</b>	<b>10.3</b>	<b>\$2,402</b>	<b>-</b>	<b>2,402</b>	<b>16.7</b>	<b>\$59</b>	<b>-</b>	<b>59</b>	<b>-</b>

# Branch — Fire Rescue Services



**Program - Fire Rescue Operations**  
**Title - Operating Impacts of Capital - Rossdale**  
**Fire Station**

**Operating Impacts of Capital**  
**Funded**  
**Ongoing**

## Results to be Achieved

This service package improves the livability of Edmontonians by contributing to the Corporate Outcome: "Edmonton is a safe city" through protecting property, people and the environment and minimizing the impact of fires. It also contributes to the Corporate Outcome: "Edmonton is an environmentally sustainable and resilient city" by minimizing impacts of hazardous material breaches on air, land and water systems through quick and effective suppression of fire events.

The service package contributes to the Corporate Measure: "Edmontonians' assessment: Safe city" and helps improve full first alarm response times and fires contained in the room of origin. Reactivating the Rossdale fire station will improve river rescue response times and will provide backup rescue coverage to the downtown core.

## Description

This service package funds the ongoing operating impacts of the Rossdale fire station reactivation capital project approved by City Council in December 2014.

- 25.0 FTEs to staff a rescue unit crew, effective March 2017

Given the current economic outlook, Fire Rescue Services will staff 20 of the 25 FTEs for the reactivated Rossdale Fire Station (#21) rescue crew from its existing resources through a redeployment of staffing. The service level impacts that may result due to this budget reduction strategy include a decline in full first alarm response time and fires contained to the room of origin in outlying areas of the city, as well as the potential for increased overtime expenditures.

## Justification

Previous investments made by City Council have enabled Fire Rescue Services to maintain key performance measures such as full first alarm response times and fires contained in the room of origin, despite significant population and commercial growth in the city. The Fire Rescue Master Plan outlines fire response service level targets (Principle 1.1) and the strategic station based deployment model (Principle 1.3).

The time required to travel from the Millcreek station (#6) to the Rossdale station leads to a significant delay in launching the rescue boat. Reactivating the Rossdale fire station will allow Fire Rescue Services to deploy a full time river rescue crew to respond immediately to river rescue events thereby improving the river response times. The rescue crew at the station will also provide effective back up rescue response to the rapidly developing downtown area, especially when the rescue crew at Boyle Street station (#1) is already assigned to an event.

If funding for the staffing of renovated Rossdale fire station is not provided, opening of this facility will be negated. Major cost driver for this service package is the increase in personnel costs to reactivate the Rossdale fire station.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	\$111	-	111	0.8
New Budget	-	-	-	-	\$723	-	723	4.2	\$34	-	34	-
<b>Total</b>	-	-	-	-	<b>\$723</b>	-	<b>723</b>	<b>4.2</b>	<b>\$145</b>	-	<b>145</b>	<b>0.8</b>

# Branch — Fire Rescue Services



## Program - Fire Rescue Operations Title - Operating Impacts of Capital - Windermere Fire Station

## Operating Impacts of Capital Funded Ongoing

### Results to be Achieved

This service package improves the livability of Edmontonians by contributing to the Corporate Outcome: "Edmonton is a safe city" through protecting property, people and the environment and minimizing the impact of fires. It also contributes to the Corporate Outcome: "Edmonton is an environmentally sustainable and resilient city" by minimizing the impacts of hazardous material breaches on air, land and water systems through quick and effective suppression of fire events.

The service package contributes to the Corporate Measure: "Edmontonians' assessment: Safe city" and helps improve full first alarm response times and fires contained in the room of origin. With the Windermere fire station operational, Fire Rescue's capacity for first unit fire and medical event response to this community and surrounding area will move toward Council endorsed response time Service Level Targets and current units will be kept within their primary area of response coverage. In addition, the rescue unit crew will support city-wide coverage as a responder to full first alarm fire events.

### Description

This service package funds the ongoing operating impacts of the Windermere fire station capital project approved by City Council in December 2014.

- 20.0 FTEs to staff a pumper unit crew, effective September 2018
- 20.0 FTEs to staff a rescue unit crew, effective March 2018
- 4.0 FTEs to staff additional Training and Logistics Officer positions, effective September 2017
- 1.0 FTE to staff an additional Radio Technician position, effective January 2017

### Justification

Previous investments made by City Council have enabled Fire Rescue Services to maintain key performance measures such as full first alarm response times and fires contained in the room of origin, despite significant population and commercial growth in the city. The Fire Rescue Master Plan outlines fire response service level targets (Principle 1.1) and the strategic station based deployment model (Principle 1.3).

Operationalizing the Windermere fire station will improve Fire Rescue's first unit fire and medical event response to communities in the southwest of the city. As at June 30, 2015, the year to date first unit travel time response to the area is at 15%, well below the Council endorsed Service Level Target of a four minute travel time, 90% of the time. An additional rescue unit crew is integral to maintain full first alarm response times on a city wide coverage area basis, which has been a challenge due to population and physical growth of the city.

There has been a significant increase in the number of front line firefighters and facilities in the past few years; however, growth in areas that support front line fire suppression has not kept up. With the proposed opening of the Windermere fire station, Fire Rescue Services support areas will reach the point where additional resources are required to provide training and logistical support.

If funding for the staffing of new Windermere fire station is not provided, opening of this facility will be negated. Major cost driver for this service package is the increase in personnel costs to operationalize the Windermere fire station and the rescue unit crew.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	\$415	-	415	2.7
New Budget	-	-	-	-	\$321	-	321	2.3	\$3,418	-	3,418	23.4
<b>Total</b>	-	-	-	-	<b>\$321</b>	-	<b>321</b>	<b>2.3</b>	<b>\$3,832</b>	-	<b>3,832</b>	<b>26.1</b>



# Branch — Neighbourhoods

## Introduction

The Neighbourhoods Branch plays a key role in improving the livability of Edmontonians by working with citizens directly in the neighbourhoods where they live, work and play. The Branch builds great neighbourhoods by promoting a culture of civic engagement and by enhancing community capacity. The work of the Neighbourhoods Branch is guided by 3 pillars: Stewardship of Neighbourhoods, Parks, Urban Forests, and Natural Areas, Neighbourhood Health and Wellness, and Social Inclusion.

The Neighbourhoods Branch oversees the management of the urban forest and ensures open spaces are functional and attractive by maintaining parks, protecting and planting trees, coordinating beautification initiatives, and upholding environmental regulations and standards on parkland in a transparent manner.

The Branch supports caring, inclusive and affordable communities where services are accessible to all citizens, where neighbourhood parks and open spaces are functional and attractive, and where citizens feel welcome and safe in their community, all of which make Edmonton a Livable City.

Community safety is enhanced through improved social outcomes and by advancing the social agenda, addressing the recommendations of the ELEVATE report, family violence prevention and intervention teams, Urban Isolation and Mental Health strategies, Neighbourhood Empowerment Teams, community building and Council initiatives such as Gender Based Violence Prevention, and REACH Edmonton Council for Safe Communities.

The work of the Branch is delivered by three program areas:

**Family and Community Supports** works collaboratively with key community partners to develop and deliver preventive social services that build individual, family and community capacity. Family and Community Supports aims to build caring, inclusive and safe communities where people are connected to the resources they need to thrive and realize their potential. This is accomplished through Assessment and Short Term Counselling, Community Building Social Work, Family Violence Prevention and Intervention, community safety initiatives (e.g. Neighbourhood Empowerment Teams) and project and policy development.

**Neighbourhoods and Parks** ensure parks, sports fields and play spaces are functional, safe, clean and animated. Beautification, park maintenance and open spaces keep the city attractive and active, improving Edmonton's image and reputation. Community Building staff are assigned to every residential neighbourhood and work to develop partnerships that strengthen the social fabric of our city by connecting neighbours, coordinating the provision of community based recreation, assisting with parkland change initiatives, and supporting community leagues and other community organizations to meet neighbourhood needs and aspirations. Staff also supports recreation opportunities at the neighbourhood level through community-run programs and provides core programs such as the popular Green Shack program.



**Neighbourhoods, Strategy and Support** is responsible for managing the City's Neighbourhood Revitalization Program, Edmonton Federation of Community Leagues Liaison, Walk Edmonton, and ELEVATE, as well as managing and developing strategies to enhance the Urban Forest, City-wide Beautification and Greening Initiatives, and Branch Environmental and Training Programs. It is also responsible for developing branch level strategies and plans related to emerging issues, and building capacity to develop 'next practices' as well as best practices.



# Branch — Neighbourhoods

---

Growth of the city takes up much of the Branch's resources and as a result, over the next three years, emerging issues centred around population and demographics as well as climate change will impact the social and operational services provided by the Branch.

## Population and Demographics

- Edmonton has experienced the fastest employment growth of all major Canadian cities and is considered the fifth most popular place for new immigrants to settle. The proportion of the population that is over the age of 75 will grow by 50% in the next 30 years and will account for 10% of the population. An increase in the aging population will result in increased demand on services or the introduction of new services all together.
- 40% of key leadership positions within non-profit organizations are occupied by individuals who are over the age of 55. 60% have indicated that they intend to leave their organizations in the next five years. This will lead to a reduced collective capacity for many of the not-for-profit organizations providing partner supported services with the Branch. The Branch will be challenged to fill this knowledge gap over a series of years.
- Edmonton's population is expected to reach 1.5 million people by 2040. Its population will become older, more diverse, and more comprised of unattached individuals. A quarter of the population in Edmonton was not born in Canada and over 40% of Alberta's population growth is anticipated to come from immigration. Those citizens facing additional barriers (such as newcomers, urban aboriginal citizens, individuals with special needs, young families, lone parents and many more) will continue to increase in population size leading to increased complexity of social issues. Moving forward, the Branch will be challenged to create strategies and opportunities to meet emerging needs associated with an increasingly diverse population.

## Climate Change

- Climate change and the city's ecological footprint will change how we protect and manage parks and protect City assets. Additionally extreme weather fluctuations impact pest populations, snow accumulation, water levels, fire hazards and weed growth leading to resourcing complexities to ensure safety, health and care of communities and open spaces.

## Potential Service Impacts

- Changes to national and provincial economic markets may lead to greater financial struggles for individuals and families, which contribute to an increased demand for the social support services provided by the Branch.

## Impact of Previous Council Decisions

- The 2016 to 2018 Council approved capital profiles will require on-going funding to facilitate operating and maintenance. Funding will allow for the required cycles of mowing and trimming in parks and roadways inventories, horticulture, forestry, sportsfields, playgrounds, parking and other park assets.
- The 2016 to 2018 assets transferred from developers, other civic departments and community projects require on-going funding to operate, maintain and program. In addition, this funding will provide for the required cycles of mowing and trimming in parks and roadways inventories. Resources are required to manage, maintain and program the increase in the amount of turf, horticulture, snow clearing, ice rink maintenance, sportsfields, playgrounds and water features, park furniture, fixtures, trail and tree assets.

# Branch — Neighbourhoods

---

## Positive Change—Innovation & Continuous Improvement

Neighborhoods continues to review operational practices in order to serve the citizens of Edmonton in the safest, and most economical way possible. Several opportunities for saving and innovative business practices have been identified. The positive change initiatives that the branch is undertaking are identified in the following categories:

### Parks Servicing and Maintenance

Efficiencies in park maintenance and servicing were identified and will be achieved through the day to day alternative approaches to caretaking/servicing duties, better internal coordination between functional teams and other Departments (spring sweeping coordination with Transportation) and through review and adjustments to resource and service work plans at various sites to reflect operational effectiveness.

### Efficiencies in Printed Materials

Elimination of various printed materials, and the introduction of digital format in advertising decrease the need for printed material in the Branch. Similarly, adoption of more environmentally friendly practices, along with increasing use of technology and reliance on digital technology (mobile technology) is expected to increase reliance and adoption of digital publications/print materials.

### Maintenance Operating Adjustment

The maturation of maintenance programs throughout various sites has resulted in operational efficiencies that can be achieved while maintaining its overall integrity. Funds remain for parkade and parks servicing.

### Naturalization and Turf Inventory Adjustment

The Neighbourhoods Branch examined and identified means of reducing the impacts of continued urban growth on the turf program by looking at reducing the inventory of turf the Branch needs to maintain. Increasing naturalization and tree planting opportunities, including through the Root for Trees initiative, and converting appropriate turf, open spaces to community gardens were identified as improvement opportunities. In addition, more sites will be examined for opportunities to replace grass in areas that are difficult to maintain (i.e. intersections) with other options.

### Alternative and Integrated City-Wide Horticulture Approaches

Opportunities for reallocation have been identified through alternative greening, horticulture and beautification. This includes alternatives such as replacement of annual flowers with perennials; expanding the use of flower pots; increasing usage of indigenous plant species; and strategic placement of flowers.

### Play space Inspections and Minor Servicing

Changes to inspection cycles provide opportunity to reallocate funding to enhance local services, and repairs such as minor skate parks repairs, fencing and potholes. The proposed maintenance cycle level/frequency is based on a balance between maintenance needs, assessed risk, national reputation and budget interests. There are minimal risks associated with this approach.

### Volunteer Programing

Community services depends on the work of volunteers throughout the city to augment the great work of front line staff. Volunteers aid the department in enhancements to our standard operations that would not otherwise occur. Staff working in concert with volunteers allow for additional projects and services to be delivered to the citizens of Edmonton. This includes volunteer work being done with Leaders in Training, Root for Trees and Front Yards in Bloom. With more than 4400 volunteer contributing over 32,000 hours, these program increase connectivity to community while increasing customer and citizen satisfaction.

## Branch — Neighbourhoods

### Approved 2016-2018 Budget – Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	1,911	2,159	1,396	1,424	1,455	1,487
Grants	1,698	1,534	1,490	1,490	1,490	1,490
Transfer from Reserves	390	782	200	200	200	200
<b>Total Revenue &amp; Transfers</b>	<b>\$3,999</b>	<b>\$4,475</b>	<b>\$3,086</b>	<b>\$3,114</b>	<b>\$3,145</b>	<b>\$3,177</b>
<b>Expenditure &amp; Transfers</b>						
Family and Community Support	4,748	4,939	6,238	6,521	6,698	6,902
Neighbourhoods & Parks	43,859	47,622	52,182	56,739	60,427	64,266
Neighbourhoods, Strategy & Support	6,691	7,353	7,291	7,734	8,191	8,790
<b>Total Expenditure &amp; Transfers</b>	<b>\$55,298</b>	<b>\$59,914</b>	<b>\$65,711</b>	<b>\$70,994</b>	<b>\$75,316</b>	<b>\$79,958</b>
<b>Net Operating Requirement</b>	<b>\$51,299</b>	<b>\$55,439</b>	<b>\$62,625</b>	<b>\$67,880</b>	<b>\$72,171</b>	<b>\$76,781</b>
<b>Full-time Equivalents</b>	590.6	617.5	645.2	668.7	683.6	696.3





## Branch — Neighbourhoods

### Approved 2016-2018 Budget – Branch Summary by Cost Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	1,911	2,159	1,396	1,424	1,455	1,487
Grants	1,698	1,534	1,490	1,490	1,490	1,490
Transfer from Reserves	390	782	200	200	200	200
<b>Total Revenue &amp; Transfers</b>	<b>\$3,999</b>	<b>\$4,475</b>	<b>\$3,086</b>	<b>\$3,114</b>	<b>\$3,145</b>	<b>\$3,177</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	36,593	39,420	46,105	49,508	51,899	54,447
Materials, Goods, and Supplies	6,026	7,204	6,951	7,399	8,388	9,477
External Services	4,542	4,074	2,950	2,872	2,916	2,960
Fleet Services	6,998	7,857	7,240	8,397	9,264	10,199
Intra-municipal Charges	67,102	71,801	892	1,384	1,405	1,431
Utilities & Other Charges	2,706	3,204	3,657	3,818	3,883	3,939
Transfer to Reserves	1,425	1,074	200	200	200	200
Subtotal	125,392	134,634	67,995	73,578	77,955	82,653
Intra-municipal Recoveries	(4,540)	(5,241)	(2,284)	(2,584)	(2,639)	(2,695)
<b>Total Expenditure &amp; Transfers</b>	<b>\$55,298</b>	<b>\$59,914</b>	<b>\$65,711</b>	<b>\$70,994</b>	<b>\$75,316</b>	<b>\$79,958</b>
<b>Net Operating Requirement</b>	<b>\$51,299</b>	<b>\$55,439</b>	<b>\$62,625</b>	<b>\$67,880</b>	<b>\$72,171</b>	<b>\$76,781</b>
<b>Full-time Equivalents</b>	590.6	617.5	645.2	668.7	683.6	696.3



# Branch — Neighbourhoods

## Budget Changes for 2016-2018

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc.

Increase to user fees for general inflation \$28 in 2016, \$31 in 2017 and \$32 in 2018.

#### Grants

No change

#### Transfer from Reserves

No change

### Expenditures & Transfers - Changes

#### Personnel

Personnel is increasing due to operating costs for new capital construction and contributed parkland assets \$1,164 in 2016, \$1,269 in 2017 and \$1,264 in 2018. Increased Turf Maintenance \$629 in 2016, and reduced \$86 in 2018.

Also increasing is approved cost of living adjustment, movement towards job rate and benefit changes \$1,610 in 2016, \$1,106 in 2017 and \$1,369 in 2018.

#### Materials & Equipment

Materials and equipment is increasing for operating costs for new capital construction, contributed parkland assets and increased Turf Maintenance \$360 in 2016, \$900 in 2017 and \$588 in 2018 as well as small general inflation increases. In 2016 there is increases for aligning access for licencing and capital lease requirements for information technology \$81. Offsetting these increases in 2016 are reductions of \$110 for efficiencies in Parks Servicing & Maintenance as part of Innovation and Continuous Improvement.

#### External Services

No significant increases.

#### Fleet Services

Over 2016 - 2018 there is an increase of \$3,346 for maintaining the fleet, fuel costs and future replacement of the Fleet.

#### Intra-municipal Services

Intra-municipal services is increasing for tree, plant and shrub material charges and increases for inflation and volume \$492 in 2016, \$21 in 2017 and \$26 in 2018.

#### Utilities & Other Charges

Utilities are increasing as per inflation \$80 in 2016, \$65 in 2017 and \$56 in 2018. Increase of \$81 in 2016 to align budget to actual for use of Waste Management bin services.

#### Intra-Municipal Recoveries

Increase is due to higher volumes of tree removals, tree replacements, pruning and grounds maintenance \$300 in 2016, \$55 in 2017 and \$55 in 2018.

#### Transfer to Reserves

No Change

### Full-time Equivalents - Changes

Increase in FTEs are the result of operating impacts of capital 5.6 in 2016, 9.9 in 2017 and 9.5 in 2018. Contributed parkland assets increases are 8.0 in 2016, 5.0 in 2016 and 5.2 in 2018. Increased Turf is 10.0 in 2016 with -2.0 in 2018

# Branch — Neighbourhoods

## Approved 2016-2018 Budget – Program Summary

### Program Name - Family and Community Support

#### Results to be Achieved

Program staff collaborate with key community partners to develop and deliver preventive social services that build individual, family and community capacity. The program builds caring, inclusive, and safe communities, contributing to citizens feeling safe. Key to the program are the 3 pillars of the Neighbourhoods branch; 1. Stewardship of neighbourhoods, parks, urban forests and natural areas 2. Neighbourhood health and wellness and 3. Social inclusion.

#### Cost Drivers

Growth in the number of people and neighbourhoods served  
Number and complexity of social issues

#### Policy and/or Legislation

Policy C417A Family and Community Support Services Program  
Policy C529 Immigration and Settlement  
Policy C538 Diversity and Inclusion  
Policy C435 The Identification and Acquisition of Land for Social Housing  
Policy C438 Social Housing Capital and Operating Subsidy Agreements  
Policy C437 The Lease or Sale of City-Owned Land for Social Housing Development  
Policy C504 Volunteerism  
Bylaw 14157 Community Investment Grant Bylaw  
Bylaw 11926 Community Services Advisory Board  
Bylaw 16765 Task Force for the Elimination of Poverty in Edmonton

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$1,698	\$1,525	\$1,490	\$1,490	\$1,490	\$1,490
Expenditure & Transfers	4,748	4,939	6,238	6,521	6,698	6,902
Net Operating Requirement	\$3,050	\$3,414	\$4,748	\$5,031	\$5,208	\$5,412
Full - Time Equivalents	54.0	51.3	54.6	54.3	54.3	54.3

#### 2015 Services

The program took a leadership role in Urban Isolation/Mental Health and Gender Based Violence and Sexual Assault Prevention, as well, the Body Rub Task Force, Suicide Prevention, Domestic Violence in the Workplace, Edmonton Community Plan to Prevent Sex Trafficking of Women and Girls and Empower U - Financial Literacy and Asset Building. Neighbourhood Empowerment Teams (NET) turned research into action through the use of advanced analytics to increase community safety. The Domestic Violence Intervention Team (DVIT), in partnership with EPS, responded to over 1200 individuals involved in high risk domestic violence situations. The program added one new DVIT social worker and one new NET social worker to ensure equal resourcing to the new Northwest Division of EPS. The Assessment and Short Term Counselling (ASTC) program provided services to over 6,000 citizens. The Senior's Protection Partnership Team raised awareness of elder abuse through presentations to over 1000 individuals and engaged key partners to develop strategies to address financial abuse. Community Building Social Workers partnered with over 100 networks and mobilized more than 3,300 community contacts to improve services to vulnerable populations. They also worked in partnership with Capital Region Housing Corporation and local residents to animate 12 community centres in low income areas to respond to community issues and interests.

#### Changes in Services for 2016 - 2018

The program will build on existing partnerships both internally and externally to promote inclusion, reduce poverty and enhance quality of life. Examples of this include the work on Youth Transit Access, Financial empowerment centres, and addressing youth homelessness. It will move forward on integrating the use of advanced analytics to increase community safety, and will continue to advance the outcomes of the Mental Health/Urban Isolation Council Initiative and the Gender Based Violence and Sexual Assault Prevention Initiative.

# Branch — Neighbourhoods

## Approved 2016-2018 Budget – Program Summary

### Program Name - Neighbourhoods & Parks

#### Results to be Achieved

This program ensures functional, safe, clean public spaces and parks in the city, strengthens community by increasing inclusion, through capacity building and community recreation programs, and works to maintain high citizen satisfaction with parks and green spaces, community recreation and response to social inclusion and well being issues in neighbourhoods. Key to the program are the 3 pillars of the Neighbourhoods branch; 1. Stewardship of neighbourhoods, parks, urban forests and natural areas 2. Neighbourhood health and wellness and 3. Social inclusion.

#### Cost Drivers

Number of parks, Park usage

Number of the programs offered, Tree canopy

Number of annuals and perennials, Neighbourhoods served

Population growth including number of schools, community leagues, community groups, and changing demographics

#### Policy and/or Legislation

Policy C110 City/Community League Relations, Policy C513 Public Involvement

Policy C502A Community League Grants, Policy C456A Corporate Tree Management

Policy C538 Diversity and Inclusion, Policy C501 Integrated Pest Management

Policy C505 Edmonton's Environmental Management System

Policy C512 Environmental Policy, Policy C109 Joint use of Parks and Schools

Bylaw 2202 Parkland

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$1,750	\$1,810	\$1,011	\$1,032	\$1,054	\$1,077
Expenditure & Transfers	45,872	50,885	53,231	57,960	61,673	65,539
Subtotal	44,122	49,075	52,220	56,928	60,619	64,462
Intra-municipal Recoveries	(2,013)	(3,263)	(1,049)	(1,221)	(1,246)	(1,273)
Net Operating Requirement	\$42,109	\$45,812	\$51,171	\$55,707	\$59,373	\$63,189
Full - Time Equivalents	494.1	518.7	533.5	555.8	570.7	583.4

#### 2015 Services

The program maintained 6,353 ha of municipal parkland; 935 parks; 4,189 ha of turf; 1,777,622 m<sup>2</sup> of flower and shrub beds; 1,629 sportsfields, pruned 43,716 landscape trees, planted over 28,394 tree and shrub seedlings including 2500 replacement trees, inspected and maintained 359 playgrounds throughout the city. The program partnered with community leagues to deliver 131 registered summer camps and 265 neighbourhood playground programs. Furthermore, this program partnered with REACH, business revitalization zones, community leagues and the Joint Use Agreement Steering Committee to liaise, navigate and aid in achieving the specific goals of each group. The program supported FIFA, ITU, Tour of Alberta and Crashed Ice through beautification and maintenance of clean safe and animated parkland. The program also managed plant health problems, serviced amenity buildings and washroom access including snow removal around parking lots and facilities, creation and maintenance of snowbank rinks and support for winter programs and activities. Transferred assets from the development industry and through revitalization of established areas increased maintenance of turf, horticulture, sportsfields, playgrounds, parking and trail assets.

#### Changes in Services for 2016 - 2018

Core services for 2016 will remain consistent with previous years. Maintenance of turf, horticulture, sportsfields, playgrounds, parking and trail assets will increase due to new capital projects and contributed assets that will require implementation and maintenance. Both the Recreation program model and Abundant Communities Initiative (ACI) will be extended.



# Branch — Neighbourhoods

## Approved 2016-2018 Budget – Program Summary

### Program Name - Neighbourhoods, Strategy & Support

#### Results to be Achieved

This program improves the livability of Edmonton's neighbourhoods by making physical and social infrastructure improvements, builds community capacity in Edmonton's high needs neighbourhoods, and coordinates the effective and efficient delivery of City services and improves the sustainability of Edmonton's mature neighbourhoods through partnerships. This program also oversees the ISO 14001 certified Environmental Management System; establishes, implements and maintains the Urban Forest Management Plan; and coordinates beautification initiatives and upholds environmental regulations. In addition, the program engages leaders throughout the Branch to nurture, formalize and cultivate programs and services until they can be transferred to other sections to deliver. Key to the program are the 3 pillars of the Neighbourhoods branch; 1. Stewardship of neighbourhoods, parks, urban forests and natural areas 2. Neighbourhood health and wellness and 3. Social inclusion.

#### Cost Drivers

Number of hectares naturalized, Number of people and neighbourhoods served  
 Number of projects  
 Number of Police and Insurance claims involving corporate owned trees  
 Tree health and watering requirements  
 Number of new development and revitalization projects transferred to city responsibility

#### Policy and/or Legislation

BRZ Bylaws 12370, 11084, 14959, 14125  
 Great Neighborhoods Bylaw 15156, Policy C573 Complete Streets  
 Policy C462B Business Revitalization Zone Establishment and Operation  
 Policy C433D Determination of Assessable Roadway Related Local Improvements  
 Policy C110 City/Community League Relations, Policy C 501 Integrated Pest Management  
 Policy C456A Corporate Tree Management, Policy C513 Public Involvement  
 Bylaw 2202 Parkland

#### Resources

	2013	2014	Adjusted			
(\$000)	Actual	Actual	2015	2016	2017	2018
			Budget	Budget	Budget	Budget
Revenue & Transfers	\$551	\$1,140	\$585	\$592	\$601	\$610
Expenditure & Transfers	9,218	9,331	8,526	9,097	9,584	10,212
Subtotal	8,667	8,191	7,941	8,505	8,983	9,602
Intra-municipal Recoveries	(2,527)	(1,978)	(1,235)	(1,363)	(1,393)	(1,422)
Net Operating Requirement	\$6,140	\$6,213	\$6,706	\$7,142	\$7,590	\$8,180
Full - Time Equivalents	42.5	47.5	57.1	58.6	58.6	58.6

#### 2015 Services

The program improved community capacity in several core neighborhoods, continued to build great neighborhoods through coordination of capital investment, and contributed to revitalization and naturalization efforts including ensuring the health and sustainability of our urban forest through optimization of assets and life cycle monitoring. Over 16,000 trees were planted with the naturalization program, and over \$417K was invested in 79 community-driven projects, leveraging over \$1.1 million. This program supported greening with initiatives like community gardens, Front Yards in Bloom (4053 nominations) and Winterscapes (54 nominations). The program aided the management and coordination of the 40 Off Leash Areas developed by the City of Edmonton, acted as a liaison with the Edmonton Community League Federation, continued the release of Walkable Edmonton information and materials, and completed the ELEVATE governance model.

#### Changes in Services for 2016 - 2018

Advancing the recommendations of the ELEVATE report will be key to the work of this program through 2018. Additional initiatives include implement the Way Finding Strategy, develop an implementation plan for the Dogs in Off Leash Strategy, renew the partnership model with EFCL and community leagues, and expand opportunities connected to community greening.

# Branch — Neighbourhoods

## Program - Neighbourhoods & Parks

### Title - Operating Impacts of Capital

## Operating Impacts of Capital

### Funded

### Ongoing

#### Results to be Achieved

This service package allows for the maintenance and operations of new and renewed park inventory, turf lifecycle maintenance, tree planting and naturalization, landscaping, facility snow removal, community development, and the operational costs of the Council approved Outdoor Aquatic Strategy. Maintenance is required for previously approved capital projects that are now coming on-line. The estimates of operating impacts of capital range between 1% to 2% of total capital cost. This initiative aligns with the Council Goal of "Improving Edmonton's Livability" and ensuring "Edmonton is a safe city" which can contribute to "Edmontonians' assessment: Safe city".

#### Description

Ongoing funding is required to operate and maintain the 2016 to 2018, Council approved, capital profiles with significant parks projects requiring ongoing maintenance of these new assets. In addition, this funding will also provide for the required cycles of mowing and trimming in parks and roadways inventories. For 2016, 5.1 FTEs are required to manage and maintain the increase in the amount of turf, horticulture, sportsfields, playgrounds, parking, and other park assets. These approved projects include:

Parks Conservation

Neighbourhood Park Renewal

NPDP - New & Renewal

Playspace Conservation

Sportfield Renewal

Tree Planting & Naturalization

#### Justification

Operating impacts of capital are based on historical cost analysis assigning operating costs based on service level, maintenance standard, design standards and historical trends. Adjustments are needed to help maintain service levels and avoid the erosion of existing park maintenance cycles as Edmonton moves through natural drought growing conditions and good growing conditions or heavy rainfall. This is a response to the approved capital projects that will ensure the operation of park space and community development/programming is delivered to Edmontonians upon completion of capital construction and to ensure assets and public safety are protected. Operations activities such as turf and sports field maintenance or residential boulevard tree maintenance directly impact Edmontonians' appreciation and satisfaction with parks. If this program is not funded, the City of Edmonton may not be able to avoid the erosion of existing park maintenance cycles that ensure park infrastructure is maintained to acceptable levels. Public expectations may not be met, as existing systems and processes may not be kept up to date to facilitate continued operation of the parks system in an efficient and effective manner.

Incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$496	-	496	5.1	\$1,355	-	1,355	9.9	\$938	-	938	9.5
<b>Total</b>	<b>\$496</b>	<b>-</b>	<b>496</b>	<b>5.1</b>	<b>\$1,355</b>	<b>-</b>	<b>1,355</b>	<b>9.9</b>	<b>\$938</b>	<b>-</b>	<b>938</b>	<b>9.5</b>

## Branch — Neighbourhoods

### Program - Neighbourhoods & Parks Title - Operating Impacts of Contributed Assets

### Operating Impacts of Contributed Assets Funded Ongoing

#### Results to be Achieved

This service package allows for the maintenance and operations of previously approved developer projects and other civic department and community projects that are now entering our active inventory. This initiative contributes to the Council Goal of "Improving Edmonton's Livability" and ensuring "Edmonton is an attractive and safe city", which may have an impact on "Edmontonians' assessment: safe city".

#### Description

This service package identifies the ongoing funding required to operate, maintain and program the 2016 to 2018 assets transferred from developers, other civic department and community projects to the City with significant parks projects requiring ongoing maintenance of these new assets. In addition, this funding will also provide for the required cycles of mowing and trimming in parks and roadways inventories. Resources are required to manage, maintain and program the increase in the amount of turf, horticulture, snow clearing, ice rink maintenance, sportsfields, playgrounds and water features, park furniture, fixtures, trail and tree assets. This work will be accomplished with 8.0 FTEs in 2016, plus 5.0 FTEs in 2017, and additional 5.2 FTEs in 2018.

#### Justification

The impacts of assets contributed from developers are based on cost analysis that assigns operating costs based on service level, type of maintenance standard, design standards and historical trends. The contributed impact is estimated each year using a formula that approximates a 3% increase on the previous year's growth and takes into account actual inventories that received the Final Acceptance Certificate and entered into the inventory system. This is a response to the growth in parklands that will ensure the operation of park space and community development/programming is delivered to Edmontonians upon completion of contributed assets from developers and other partners and to ensure assets and public safety are protected. Operations activities such as turf, outdoor ice rinks and sports field maintenance or residential boulevard tree maintenance impact Edmontonians' appreciation of parks immediately. If this program is not funded, the City of Edmonton may not be able to avoid the erosion of existing park maintenance cycles that ensure park infrastructure is maintained to acceptable levels. Public expectations may not be met, as existing systems and processes may not be kept up to date to facilitate continued stewardship of the parks system in an efficient and effective manner.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$861	-	861	8.0	\$609	-	609	5.0	\$629	-	629	5.2
<b>Total</b>	<b>\$861</b>	<b>-</b>	<b>861</b>	<b>8.0</b>	<b>\$609</b>	<b>-</b>	<b>609</b>	<b>5.0</b>	<b>\$629</b>	<b>-</b>	<b>629</b>	<b>5.2</b>

## Branch — Neighbourhoods

### Program - Neighbourhoods & Parks Title - Increase Turf Maintenance

**Growth on Existing Services  
Funded  
Ongoing**

#### Results to be Achieved

This service package addresses the funding requirements to improved turf maintenance, plant health care, and addresses reductions in pesticide application. It will increase cutting cycles in targeted turf inventory categories during peak season, such as neighbourhood parks and arterial roadways. In addition, turf health will be improved through targeted investment in plant health-care practices. Additional funding can be put towards building weed resistance through increased turf mowing, trimming, watering, fertilizing, aerating, top-dressing, and over-seeding. This initiative will impact specific and targeted turf inventory, maintenance needs and plant health care. This initiative will align with other City priorities such as The Way We Green and supports the Corporate Outcome "the City of Edmonton's operations are environmentally sustainable".

#### Description

This service package is based on direction from City Council to improve turf maintenance and plant health-care practices during peak season. The options seek to increase peak season cutting cycles in targeted areas and provide some immediate improvement to the look of City turf inventory. Funding will support additional FTE's with options to add more and includes equipment and plant health-care practices to increase turf weed resistance. Option One - Composite Approach (\$2 million): targets neighbourhood parks, school fields, arterial roads, etc. with two additional cutting cycles during peak season and supports improved plant health care (8 FTEs). Option Two - Prescriptive Approach (\$2.2 million + \$1.4 million Capital): targets a majority of turf inventory with enhanced cutting cycles, trimming and turf health practices (12 FTEs). Additional cutting cycles and plant health-care improvements can be made with additional \$500,000 funding support (3 FTEs). On June 23, 2015, City Council approved a herbicide ban on City Lands, with some exceptions. The reduced use of herbicide requires an increase of service cycles not just to turf mowing, but also mechanical trimming, shrub bed maintenance, mechanical weed control and plant health care. Council approved to proceed with Option One.

#### Justification

On November 9, 2015, Community Services Committee directed Administration to prepare an unfunded service package for enhancing turf maintenance during peak season with a range of costs and benefits. To provide scalable options, this package provides incremental and workable options that describe service levels and costs using the "composite approach" and the "prescriptive approach", which provides site-specific plant health-care approaches to targeted portions of the City's parkland inventory. The elimination of herbicides will cause an increase in the number of weeds throughout public land inventory especially in neighbourhood parkland. In addition, concerns raised by citizens in 2015 regarding dandelions and the look of turf during May and June support the need to increase cutting cycles and improve turf health.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$970	-	970	10.0	\$515	-	515	-	\$515	-	515	(2.0)
<b>Total</b>	<b>\$970</b>	<b>-</b>	<b>970</b>	<b>10.0</b>	<b>\$515</b>	<b>-</b>	<b>515</b>	<b>-</b>	<b>\$515</b>	<b>-</b>	<b>515</b>	<b>(2.0)</b>

# Corporate Expenditures & Revenues

---

## Overview

Corporate Expenditures & Revenues contain expenditures and revenues that are not tied to a specific service delivery program but rather accrue to the entire Corporation. The five corporate program areas are:

- **Corporate Expenditures:** This program includes expenses pertaining to Council and corporate contingencies, risk management insurance claims/recoveries, and support for city activities and partnerships.
- **Capital Project Financing:** This program, which includes corporate revenues directed specifically to capital such as investment earnings and the Ed Tel Endowment dividend, allocates funding for capital projects on a pay-as-you-go (PAYG) basis and provides for repayment of outstanding tax-supported debt. The budget also includes South LRT (SLRT) grant revenues and debt charges, Downtown Arena revenues and debt charges, and revenues and debt servicing costs relating to local improvements.
- **Corporate Revenues:** This program includes corporate revenues used to partially offset the corporate tax levy requirements. The revenues are from sources such as EPCOR dividends, franchise fees, gas franchise fees, tax penalties, tax certificates, tag and fine revenue, other dividends/contributions and amounts drawn from corporate reserves.
- **Taxation Expenditures:** This program includes expenses related to property tax levies such as appeals, bad debts and losses on the sale of tax properties sold. The expenses are partially offset by supplementary taxes levied during the year.
- **Automated Enforcement:** This program collects revenues from automated photo enforcement and distributes the revenues to the Traffic Safety and Automated Enforcement Reserve. The reserve will fund the annual expenses for the Office of Traffic Safety, Edmonton Police Services, other traffic safety initiatives in the operating and capital budget and potential third-party community infrastructure priorities as approved by City Council.



# Program — Corporate Expenditures

## Approved 2016-2018 Budget Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
External Debt Recovery	\$ 768	\$ 768	\$ 768	\$ 768	\$ 768	\$ 768
Risk Management	389	299	410	995	1,015	1,035
<b>Total Revenue &amp; Transfers</b>	<b>1,157</b>	<b>1,067</b>	<b>1,178</b>	<b>1,763</b>	<b>1,783</b>	<b>1,803</b>
<b>Expenditure &amp; Transfers</b>						
Council Contingency	284	367	700	628	700	700
External Debt	779	778	778	777	776	775
Financial Strategies	11,219	13,211	15,423	21,469	25,271	33,549
Income Replacement & Supplementary Management Pension	1,459	1,711	1,485	1,485	1,485	1,485
Management Initiatives	575	517	704	700	700	700
Northlands Subsidy for Rexall Place	2,606	2,629	2,669	1,819	-	-
Downtown Arena Funding (redirected Northlands Subsidy)	-	-	-	909	2,728	2,728
Risk Management	8,087	8,233	8,660	9,879	10,347	10,859
Sundry	1,544	1,643	400	400	400	400
Transfer to Industrial Servicing Fund Reserve	-	-	810	1,652	2,104	2,642
Waste RE-Solutions Edmonton	755	332	-	-	-	-
EEDC Film Fund	4,185	815	-	-	-	-
Seniors' Assisted Transportation	400	-	-	-	-	-
Jerry Forbes Centre	246	-	-	-	-	-
Aviation Museum Operations	96	-	-	-	-	-
PPCLI 100th Anniversary	50	50	-	-	-	-
Seniors Homeowner Grant	1,035	-	-	-	-	-
Ukrainian Archives & Museum	1,000	-	-	-	-	-
Transfer to Northlands Capital Reserve	1,146	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>35,466</b>	<b>30,286</b>	<b>31,629</b>	<b>39,718</b>	<b>44,511</b>	<b>53,838</b>
<b>Net Operating Requirement</b>	<b>\$ 34,309</b>	<b>\$ 29,219</b>	<b>\$ 30,451</b>	<b>\$ 37,955</b>	<b>\$ 42,728</b>	<b>\$ 52,035</b>



# Program — Corporate Expenditures

---

## Approved 2016-2018 Budget—Budget Changes

### Revenue Explanations

#### Risk Management

The 2016 increase is due to an increase in external insurance premium recoveries. Only minor increases are expected in 2017 and 2018 for these recoveries. The recoveries generally trend in line with third party insurance claims.

### Expenditure Explanations

#### Northlands Subsidy for Rexall Place and Downtown Arena Funding

The Northlands Subsidy agreement expires at the earlier of 2017 or when the Edmonton Oilers NHL hockey team ceases playing hockey at Rexall Place. The Downtown Arena is scheduled to open in late 2016 and the Oilers are scheduled to begin playing at the new arena at this time, at which point the remaining 2016 portion of the subsidy and future year amounts will be redirected to cover a portion of the debt serving costs for the Downtown Arena.

#### Risk Management

The increase for the 2016 to 2018 period is due to an increase in self retention insurance levels and third party claims estimates.

#### Transfer to Industrial Servicing Fund Reserve

The transfer to reserve is equal to 50% of the incremental property tax revenue from the end-user developments. Incremental property taxes are expected to increase over 2016 to 2018.

### Supplementary Information

#### Risk Management

Revenues include payments received from other external Boards and Authorities for insurance premiums. Expenditures are for claim payments and insurance premiums.

#### External Debt Recovery and External Debt

Includes payments to be received for funding provided to external parties (Edmonton Soccer Centre), and debt payments made with respect to that financing. Net operating requirement of about \$10,000 each year is the result of an agreement to allow the repayment of the funding over a longer time frame than the term of the debt servicing requirement.

#### Financial Strategies

The budget for financial strategies provides flexibility for unknown amounts. This budget will be redistributed to the appropriate programs as factors become known.



# Program — Capital Project Financing

## Approved 2016-2018 Budget Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Downtown Arena Revenue (non-CRL)	\$ -	\$ -	\$ -	\$ 6,642	\$ 21,971	\$ 21,971
Ed Tel Endowment Fund Dividend	21,461	24,714	28,644	32,600	35,600	37,800
Ed Tel Endowment Fund Dividend - Special	-	-	-	8,045	-	-
Gold Bar Transfer Fees	10,000	6,400	100	-	-	-
Investment Earnings	33,598	44,933	31,823	30,102	31,724	33,083
Local Improvement Revenues	9,151	11,188	10,971	10,613	11,537	12,683
SLRT Grant Revenues	43,904	44,427	44,477	43,605	43,605	43,605
External Debt Recovery	-	-	-	664	664	664
Transfer (to)/from Interim Financing Reserve	-	6,688	13,144	9,488	(3,769)	(3,304)
<b>Total Revenue &amp; Transfers</b>	<b>118,114</b>	<b>138,350</b>	<b>129,159</b>	<b>141,759</b>	<b>141,332</b>	<b>146,502</b>
<b>Expenditure &amp; Transfers</b>						
Investment Related Expenses	1,364	1,730	1,250	1,250	1,250	1,250
Local Improvement Debt Charges	9,413	9,482	11,230	10,794	11,216	11,266
Transfer to Capital - PAYG Funding	88,039	124,007	120,622	133,148	107,027	101,258
Self-supported Debt Charges	-	6,690	13,144	16,130	18,202	18,667
SLRT Debt Charges	44,555	44,547	44,539	44,530	44,520	44,511
Tax-supported Debt Charges	64,189	77,360	85,340	92,898	109,606	125,890
Transfer to Tax-Supported Debt Reserve	618	91	-	-	-	-
Transfer to/(from) Local Improvements Reserve	-	148	(259)	(181)	321	1,417
Transfer to LRT Reserve	4,460	4,990	5,048	4,185	4,195	4,204
<b>Total Expenditure &amp; Transfers</b>	<b>212,638</b>	<b>269,045</b>	<b>280,914</b>	<b>302,754</b>	<b>296,337</b>	<b>308,463</b>
<b>Net Operating Requirement</b>	<b>\$ 94,524</b>	<b>\$ 130,695</b>	<b>\$ 151,755</b>	<b>\$ 160,995</b>	<b>\$ 155,005</b>	<b>\$ 161,961</b>

# Program — Capital Project Financing

---

## Approved 2016-2018 Budget—Budget Changes

### Revenue Explanations

#### **Downtown Arena Revenue (Non-CRL)**

The arena is currently under construction and is expected to be completed by late 2016. Upon completion revenue from rental payments, parking, ticket surcharges, and other sources will be used to fund a portion of the debt servicing related to the arena (self-supported debt charges).

#### **Ed Tel Endowment Fund Dividend**

The Ed Tel Endowment Fund dividend is determined by the Fund Bylaw. The dividend rate is 5% and is determined in conjunction with the investment policy of the fund as well as with capital market expectations going forward.

#### **Ed Tel Endowment Fund Dividend - Special**

At June 30, 2015 the Ed Tel Endowment fund market value was \$788.7 million, 16% above the inflation adjusted principal. As the market value was greater than 15% of the inflation adjusted principal at that time, the Fund Bylaw states the fund is in a position to pay a special dividend in 2016. The amount of the dividend is calculated as 25% of the regular 2016 dividend forecasted at June 30, 2015. In September, 2015 City Council approved the payment of this special dividend.

#### **Investment Earnings**

Decrease in interest rates since October 2014 and a further reduction in the Bank of Canada key rate has caused investment earnings expectations to decline. More generally, there has been an overall downward revision to return expectations for bonds and equities as a result of the existing low interest rate and slower economic environment that currently exists.

#### **External Debt Recovery**

Payments to be received for funding provided to external parties as per agreement. The payments are used to offset related debt charges.

#### **SLRT Grant Revenues**

Funding is based on the most recent Gas Tax Fund grant application filed with the Provincial government.

#### **Transfer to/(from) Interim Financing Reserve**

The Downtown Arena revenue (non-CRL) covers a portion of the debt servicing costs for the Downtown Arena, reflected as self-supported debt charges. Any difference between the revenue and the debt servicing costs is transferred to/(from) the Interim Financing Reserve.

### Expenditure Explanations

#### **Local Improvement Debt Charges**

The change in debt charges is related to lower interest rates forecasts on future borrowings.

#### **Pay As You Go (PAYG) Funding**

The increase in 2016 is due to the Ed Tel Endowment dividends and tax-levy collected in advance of debt servicing related to certain capital projects, which is allocated to fund PAYG. The transfer decreases in 2017 due to less requirement of PAYG to fund capital.

# Program — Capital Project Financing

## Approved 2016-2018 Budget—Budget Changes

### Expenditure Explanations Continued

#### Debt Charges (Tax-Supported and Self-Supported)

Increase is due to approved borrowing relating to ongoing projects including the Multi-Purpose Recreation Centres, Wal-terdale bridge, Valley Line LRT, Downtown Arena as well as new debt financed projects in the 2015-2018 capital budget.

### Supplementary Information

#### Local Improvements

Revenue on new projects is recognized when the project is complete, and amounts are collected in subsequent years. Timing differences between recognition of revenue and related debt servicing charges are accumulated in the Local Improvement reserve.

#### SLRT Grant Revenues and SLRT Debt Charges

The Federal Gas Tax Fund grants are directed to fund the SLRT debt charges, with any shortfall funded from the LRT Reserve. This grant is received by the Provincial government based on Federal funds allocated to this grant program.

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>SLRT Grant Revenues and Debt Charges Reconciliation</b>						
SLRT Grant Revenues	\$ 43,904	\$ 44,427	\$ 44,477	\$ 43,605	\$ 43,605	\$ 43,605
SLRT Debt Charges	(44,555)	(44,547)	(44,539)	(44,530)	(44,520)	(44,511)
Tax allocation for LRT (annual strategy initiated in 2006)	5,111	5,110	5,110	5,110	5,110	5,110
Net transfer to LRT Reserve	(4,460)	(4,990)	(5,048)	(4,185)	(4,195)	(4,204)
<b>Net Operating Requirement</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

#### Downtown Arena Revenue (Non-CRL)

The arena is currently under construction and is expected to be completed by late 2016. Upon completion revenue from rental payments, parking, ticket surcharges, and other sources will be used to fund a portion of the debt servicing related to the arena (self-supported debt charges). Any difference between the revenue and the debt servicing costs is accumulated within the Interim Financing reserve. Incremental property for revenues from Downtown CRL are not used to fund this portion of the Downtown Arena debt servicing.

# Program — Capital Project Financing

## Approved 2016-2018 Budget—Budget Changes

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Downtown Arena Revenues and Self-Supported Debt Charges Reconciliation (Non-CRL)</b>						
Downtown Arena Revenues (non-CRL)	\$ -	\$ -	\$ -	\$ 6,642	\$ 21,971	\$ 21,971
Self-supported Debt Charges	-	(6,688)	(13,144)	(16,130)	(18,202)	(18,667)
Net Transfer to Interim Financing Reserve	-	6,688	13,144	9,488	(3,769)	(3,304)
<b>Net Operating Requirement</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

### Pay-As-You-Go (PAYG) Funding

In June 2009 Council approved a strategy to redirect more volatile revenue streams of investment earnings, Gold Bar transfer fees and Ed Tel Endowment Fund dividend, to fund capital on a pay-as-you-go basis.

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>PAYG Capital Funding Source Details</b>						
Investment Earnings	\$ 33,598	\$ 44,933	\$ 31,823	\$ 30,102	\$ 31,724	\$ 33,083
Investment Earnings expenses and interest allocation to reserves	(1,364)	(1,730)	(1,250)	(1,250)	(1,250)	(1,250)
EPCOR Gold Bar Transfer Fees	10,000	6,400	100	-	-	-
Ed Tel Endowment Fund Dividends	21,461	24,714	28,644	32,600	35,600	37,800
Ed Tel Endowment Fund Special Dividend	-	-	-	8,045	-	-
Tax-supported Debt Funding Strategy Allocation for PAYG Capital	5,784	5,855	5,861	5,872	5,877	5,884
Excess Tax-Levy Over Debt Servicing Allocated to PAYG Capital	11,556	7,685	16,290	17,779	(5,924)	(16,259)
Excess Provincial Residential Education Tax-Levy	19,300	46,426	46,426	46,426	46,426	46,426
Operating Budget Support	(9,426)	(8,426)	(7,426)	(6,426)	(5,426)	(4,426)
Operating Project Funding (approved with PAYG)	(2,870)	(1,850)	154	-	-	-
<b>Net Operating Requirement</b>	<b>\$ 88,039</b>	<b>\$ 124,007</b>	<b>\$ 120,622</b>	<b>\$ 133,148</b>	<b>\$ 107,027</b>	<b>\$ 101,258</b>

# Program — Corporate Revenues

## Approved 2016-2018 Budget Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Business Licensing	\$ 10,051	\$ 9,930	\$ 10,640	\$ 10,000	\$ 10,000	\$ 10,000
Central Management Charges	3,186	3,711	4,632	3,820	3,436	3,053
EPCOR Dividends	141,021	141,021	141,021	141,021	141,021	141,021
EPCOR Franchise Fees	70,322	73,665	76,856	78,189	80,053	83,200
Gas Franchise Fees	57,005	60,117	63,271	67,257	70,272	72,837
Land Enterprise Dividends	6,149	1,463	3,160	3,785	1,396	1,617
Loan Administration Fees	257	124	85	80	70	60
Transfer from Financial Stabilization Reserve	16,304	11,485	-	1,700	1,050	375
Sanitary Franchise Fee	7,837	8,340	8,393	8,762	9,074	9,408
Sundry Revenue	3,508	3,337	1,435	1,200	1,200	1,200
Tag/Fine Revenue	9,855	10,029	11,001	11,001	11,001	11,001
Tax Certificates	1,408	1,679	1,490	1,850	1,945	2,040
Tax Penalties	11,439	11,468	11,841	13,500	13,755	14,060
<b>Total Revenue &amp; Transfers</b>	<b>338,342</b>	<b>336,369</b>	<b>333,825</b>	<b>342,165</b>	<b>344,273</b>	<b>349,872</b>
<b>Expenditure &amp; Transfers</b>						
Transfer to Financial Stabilization Reserve	-	-	-	1,125	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,125</b>	<b>-</b>	<b>-</b>
<b>Net Operating Requirement</b>	<b>\$ (338,342)</b>	<b>\$ (336,369)</b>	<b>\$ (333,825)</b>	<b>\$ (341,040)</b>	<b>\$(344,273)</b>	<b>\$(349,872)</b>

### EPCOR Franchise Fees

The franchise fees received from EPCOR for power, water and wastewater treatment.

The breakdown of these fees by source is:

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>EPCOR Franchise Fees</b>						
Power	\$ 53,069	\$ 54,999	\$ 56,557	\$ 58,384	\$ 60,445	\$ 62,543
Water	12,419	13,443	14,250	13,612	13,371	13,887
Wastewater Treatment	4,834	5,223	6,049	6,193	6,237	6,770
<b>Total EPCOR Franchise Fees</b>	<b>\$ 70,322</b>	<b>\$ 73,665</b>	<b>\$ 76,856</b>	<b>\$ 78,189</b>	<b>\$ 80,053</b>	<b>\$ 83,200</b>

# Program — Corporate Revenues

---

## Approved 2016-2018 Budget—Budget Changes

### Revenue Explanations

#### Business Licensing

Business licensing revenue has been relatively stable over the past years. The slowdown in the current economic environment is expected to slightly decrease business licensing revenues in 2016 at which point they are forecasted to remain stable to the end of 2018.

#### Central Management Charges

Central management charges allocate corporate and administrative costs to the utilities and Current Planning branch. The decrease from 2016 to 2018 is due to decreased usage of corporate and administrative services by the Current Planning branch as a result of the economic slowdown.

#### EPCOR Franchise Fees

Increase is due to volume and inflationary increases over the prior year. The breakdown between power, water and wastewater franchise fees is provided separately.

#### Gas Franchise Fees

Increase in gas franchise fees is due to a projected volume increase and growth over the three year period.

#### Tag and Fine Revenues

Tag and fine revenues are uncertain for 2016 to 2018 due to new parking meter technologies and construction in the downtown core. Therefore amounts have been kept consistent with 2015 levels.

#### Tax Penalties

Tax Penalties are expected to increase due to the great number of overdue tax accounts, which have been growing over the last few years in line with the city's population.

### Expenditure Explanations

#### Transfer to Financial Stabilization Reserve

Fuel savings of \$1,125 in 2016 are transferred to the Financial Stabilization Reserve to fund expenses in 2017 (\$750) and 2018 (\$375) for various initiatives.

### Supplementary Information

#### Land Enterprise Dividends

City Policy *C516B - Land Enterprise Dividend* approves an annual dividend to the City based on 25% of the prior year actual net income of the land development activity of Land Enterprise. The 2016 Land Enterprise dividend amount will be finalized based on the actual 2015 year-end position. As the dividend paid to the City is based on 25% of the enterprises net income, dividend amounts will fluctuate with market conditions.

#### EPCOR Dividends

The annual EPCOR Dividend is calculated using the 2005 base of \$122,669 indexed annually for the CPI of 5 major Canadian banks as at October 1. Beginning in 2012 the EPCOR dividend has been maintained at \$141,021,000.

# Program — Taxation Expenditures

## Approved 2016-2018 Budget Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Supplementary Tax	\$ 4,699	\$ 5,644	\$ 5,900	\$ 4,200	\$ 3,900	\$ 2,500
<b>Total Revenue &amp; Transfers</b>	4,699	5,644	5,900	4,200	3,900	2,500
<b>Expenditure &amp; Transfers</b>						
Business Tax Appeals & Adjustments	(47)	14	-	-	-	-
Realty Tax Appeals & Adjustments	12,854	9,701	7,500	11,000	11,300	11,500
Uncollectible & Loss on Tax Sale	(1,976)	(2,125)	655	7,000	7,100	7,150
<b>Total Expenditure &amp; Transfers</b>	10,831	7,590	8,155	18,000	18,400	18,650
<b>Net Operating Requirement</b>	<b>\$ 6,132</b>	<b>\$ 1,946</b>	<b>\$ 2,255</b>	<b>\$ 13,800</b>	<b>\$ 14,500</b>	<b>\$ 16,150</b>



# Program — Taxation Expenditures

---

## Approved 2016-2018 Budget—Budget Changes

### Revenue Explanations

#### Supplementary Tax

Revenue is expected to decrease gradually from 2016 to 2018 due to a forecasted decrease in building starts.

### Expenditure Explanations

#### Realty Tax Appeals & Adjustments

The 2016 increase is due to an expected increase in the assessments under appeal and an increase in assessment adjustments granted by the courts based on historical results. Only minor increases are expected in 2017 and 2018.

#### Uncollectible & Loss on Tax Sale

The 2016 increase was due to the uncertainty on collecting the social housing grant in lieu revenue from the Province. Subsequent to the 2016-2018 budget approval by City Council, the Province announced that it would no longer fund provincially owned social housing properties. Due to this determination the social housing grant in lieu revenue will no longer be collected and the properties affected will be treated as tax exempt properties and will be excluded from the taxation base. This adjustment will be proposed to City Council as part of the Spring budget adjustment process.

### Supplementary Information

#### Supplementary Tax

Supplementary tax is municipal tax revenue resulting from improvements completed and/or occupied during the taxation year, that were not previously assessed or taxed.

#### Realty Tax Appeals & Adjustments

Realty tax appeals and adjustments are municipal tax adjustments for the current year resulting from court decisions, assessor corrections and exempt status changes.

#### Uncollectible & Loss on Tax Sale

Uncollectible and loss on tax sale expenses are typically arrears related to overdue accounts and seized properties, that are not likely to be collected, or fully recovered through sale of the property based on current information. Due to the possible litigation and the time required to resolve these accounts the annual expense is expected to vary year to year.

# Program — Automated Enforcement

## Approved 2016-2018 Budget Summary

(\$000)	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>				
Fines	\$ 47,800	\$ 55,100	\$ 55,100	\$ 55,100
<b>Total Revenue &amp; Transfers</b>	<b>47,800</b>	<b>55,100</b>	<b>55,100</b>	<b>55,100</b>
<b>Expenditure &amp; Transfers</b>				
Edmonton Police Service	18,819	20,384	20,384	20,384
Office of Traffic Safety	11,486	12,115	12,453	12,695
Road Safety Strategy - Transportation Operations	-	2,811	2,814	2,598
Road Safety Strategy - Transportation Planning	-	1,284	1,418	1,773
Corporate Traffic Safety Initiatives	4,400	4,400	4,400	4,400
Community Facility Partner Capital Grant Program	2,900	2,900	2,900	2,900
Transfer to Capital:				
Traffic Signals - Pedestrian Vehicle Safety (CM-66-2520)	2,900	4,000	4,000	4,000
Traffic Safety (CM-66-2545)	3,414	3,414	3,414	3,414
Traffic Safety Engineering Measures (CM-66-2550)	-	3,500	3,500	3,500
Community Traffic Safety Countermeasures (CM-66-2555)	-	3,700	3,900	3,900
Other	-	-	-	-
Transfer to/(from) Traffic Safety and Automated Enforcement Reserve (Unallocated)	3,881	(3,408)	(4,083)	(4,464)
<b>Total Expenditure &amp; Transfers</b>	<b>47,800</b>	<b>55,100</b>	<b>55,100</b>	<b>55,100</b>
<b>Net Operating Requirement</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

# Program — Automated Enforcement

---

## Approved 2016-2018 Budget—Budget Changes

### Revenue Explanations

Increase in automated enforcement revenues is due to driver behavior and fine increases of 35% legislated through the provincial budget.

### Expenditure Explanations

#### Edmonton Police Service

In 2015 City Council approved additional funding from the Traffic Safety and Automated Enforcement Reserve to fund additional officers. For 2015 \$3.1 million additional funding was approved; for 2016-2018 \$4.7 million additional funding per year was approved.

#### Office of Traffic Safety

The Office of Traffic Safety is approved for funding from the Traffic Safety and Automated Enforcement Reserve to cover operating expenditures. Budgets for 2016 to 2018 reflect current estimates to fund the branch.

Allocations from the reserve have been updated for amendments included in the Fall 2015 Supplemental Capital Budget Adjustment Financial Services and Utilities report CR\_2881, approved on November 27, 2015.

### Supplementary Information

On December 5, 2014 City Council approved the Traffic Safety and Automated Enforcement Reserve. The reserve is intended to accumulate surpluses (and fund shortfalls) that may arise from the variability of automated enforcement revenues, and transparently show budgeted allocations toward:

- a) Edmonton Police Services
- b) The Office of Traffic Safety
- c) Other traffic safety initiatives (operating and capital), and
- d) Community infrastructure programs such as, but not restricted to, the Community Facility Partner Capital Grant and Community League Infrastructure Grant programs.

With establishment of this reserve, and beginning in 2015, the budget for automated enforcement revenues and transfer of the revenues to the Traffic Safety and Automated Enforcement reserve is included within Corporate Programs. Prior to the creation of the reserve the information related to automated enforcement revenues and Office of Traffic Safety expenditures were included within the Transportation Services departmental budget. The expenditures related to the Edmonton Police Service were included within the Edmonton Police Service budget.

# Department — Corporate Services

## Introduction

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

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

Corporate Services's focus over the next three years is to continue to modernize how the department enables the delivery of services - focusing efforts on opportunities for automation, adopting new technologies and business models, and aligning services and processes to create value for the City.

Corporate Services's goal is to deliver on its commitments by being responsive, progressive, modern, embracing innovation to provide value to citizens and prudent civic administration in a time of economic uncertainty.

Further information regarding Corporate Services outcomes can be found in the [2016-2018 Business Plans](#).

BRANCHES AND PROGRAMS						
Corporate Procurement & Supply Services	Customer Information Services	Fleet Services	Human Resources	Information Technology	Law	Office of the City Clerk
Corporate Print and Mail Services	311	Fleet Operations	Corporate Culture Office	Applications	Corporate Security	Elections and Census
Procurement	Corporate Web Office	Municipal Fleet Maintenance	Corporate Safety and Disability Management	Corporate IT Services	Legal Services	Governance, Tribunals, Corporate Records, and Administration
Supply Chain Management	Inside Information	Transit Fleet Maintenance	Employee Service Centre	Infrastructure	Risk Management	
			Enterprise Learning	IT Administration		
			HR Consulting and Systems	Program Management and Corporate Initiatives		
			Recruitment			

## Department — Corporate Services

---

In addition to a multidisciplinary group of branches, the department is home to the Corporate Culture Office. The Corporate Culture team is responsible for ensuring that the organization has the leadership capacity to enable the achievement of Council and City-wide objectives. The Corporate Culture Program and the Corporate Workforce Plan (2015-2020) work in tandem to address the emerging workforce: one which is engaged, demands effective leadership and collaborative workplaces to deliver a high-performing and citizen-centric focus in service delivery.

Also within the Office of the General Manager, the Corporate & Departmental Initiatives team is leading the City's Open City Initiative. This team stewards the City's Open Data catalogue, works to increase broadband coverage for Edmontonians across the City, is introducing tools and technologies to enhance public engagement and consultation, and also oversees the department's Modernization Agenda. Corporate & Departmental Initiatives includes the Analytics Centre of Excellence, whose work across the organization is using data and analytics techniques to improve decision-making and policy development. In recognition of Open City and Open Data efforts, the City of Edmonton received the *2015 Canadian Open Data Award*, and was named #1 on the Public Sector Digest Open Cities Index 2015.

In the 2016 - 2018 period, the Open City Initiative will be focused on the following:

**LRT WiFi (2016):** Open City will enhance broadband access in the community by expanding WiFi on LRT platforms and stations, as well as working with providers to extend cellular coverage along the LRT system.

**Advanced Analytics (2016-18):** The City is already seeing the possibilities of data analytics in the release and analysis of census data, crime statistics and contributing factors to local poverty. Forecasting, advanced analytics and business intelligence are emerging as enablers of evidence-based policies and strategies, and their application to City services and strategies will continue to grow.

**Metro Edmonton Open Data Collaboration (2016):** Open City will facilitate collaboration with administrative leaders of various municipalities, counties, post-secondary institutions, public sector organizations and law enforcement agencies to explore and expand Open Data and launch the *Metro Edmonton Open Data Portal*.

For the first time in several years, the department and the corporation as a whole, are preparing to respond to a period of economic uncertainty. With a focus on continued modernization, Corporate Services will look to service improvements, cost savings and the deployment of new technologies and processes to make the most efficient use of resources while delivering high quality and responsive service to the corporation and citizens alike.

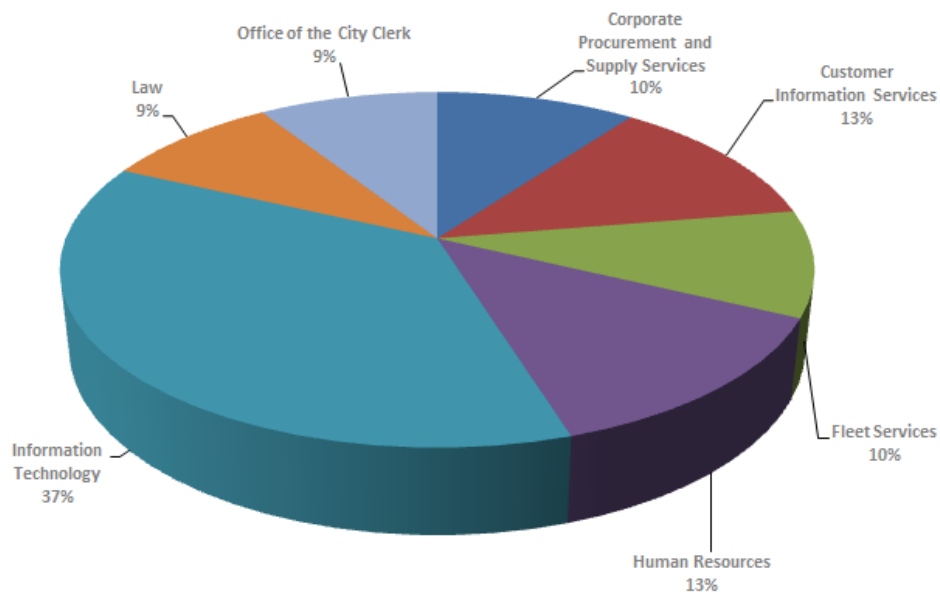


## Department — Corporate Services

### Approved 2016-2018 Budget – Department Summary by Branch

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Corporate Procurement and Supply Services	\$404	\$376	\$293	\$322	\$332	\$342
Customer Information Services	-	-	-	-	-	-
Fleet Services	11,212	10,879	11,511	11,823	12,039	12,238
Human Resources	26	3	-	-	-	-
Information Technology	1	-	-	-	-	-
Law	43	2	-	-	-	-
Office of the City Clerk	1,940	735	733	733	2,333	733
<b>Total Revenue &amp; Transfers</b>	<b>\$13,626</b>	<b>\$11,995</b>	<b>\$12,537</b>	<b>\$12,878</b>	<b>\$14,704</b>	<b>\$13,313</b>
<b>Expenditure &amp; Transfers</b>						
Corporate Procurement and Supply Services	9,283	10,132	11,920	12,366	12,774	13,255
Customer Information Services	13,690	14,184	14,323	14,851	15,284	15,770
Fleet Services	8,780	10,292	11,511	11,823	12,039	12,238
Human Resources	10,278	11,889	15,074	15,886	16,441	16,631
Information Technology	41,656	39,051	42,042	43,934	45,836	47,774
Law	8,958	9,550	10,580	10,931	11,167	11,458
Office of the City Clerk	12,460	10,586	10,943	11,633	13,653	12,013
<b>Total Expenditure &amp; Transfers</b>	<b>\$105,105</b>	<b>\$105,684</b>	<b>\$116,393</b>	<b>\$121,424</b>	<b>\$127,194</b>	<b>\$129,139</b>
<b>Net Operating Requirement</b>	<b>\$91,479</b>	<b>\$93,689</b>	<b>\$103,856</b>	<b>\$108,546</b>	<b>\$112,490</b>	<b>\$115,826</b>

### Expenditures by Branch 2016 - 2018



## Department — Corporate Services

### Approved 2016-2018 Budget - Department Summary By Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$13,520	\$11,992	\$12,537	\$12,878	\$14,704	\$13,313
Grants	106	3	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$13,626</b>	<b>\$11,995</b>	<b>\$12,537</b>	<b>\$12,878</b>	<b>\$14,704</b>	<b>\$13,313</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	165,401	170,840	183,000	192,529	199,413	204,972
Materials, Goods & Supplies	91,214	90,222	95,430	91,655	94,732	93,792
External Services	31,029	30,984	20,862	25,361	26,578	26,899
Fleet Services	131	136	133	190	191	206
Intra-municipal Services	12,571	10,377	4,138	4,569	4,714	4,785
Utilities & Other Charges	29,917	30,986	11,813	11,955	12,102	12,243
Transfer to Reserves	1,077	701	21,747	24,815	25,664	26,097
Subtotal	331,340	334,246	337,123	351,074	363,394	368,994
Intra-Municipal Recoveries	(48,586)	(46,547)	(38,116)	(41,878)	(42,788)	(43,569)
Fleet Recoveries	(177,649)	(182,015)	(182,614)	(187,773)	(193,411)	(196,287)
<b>Total Expenditure &amp; Transfers</b>	<b>\$105,105</b>	<b>\$105,684</b>	<b>\$116,393</b>	<b>\$121,424</b>	<b>\$127,194</b>	<b>\$129,139</b>
<b>Net Operating Requirement</b>	<b>\$91,479</b>	<b>\$93,689</b>	<b>\$103,856</b>	<b>\$108,545</b>	<b>\$112,491</b>	<b>\$115,825</b>
<b>Full-time Equivalents</b>	1,771.6	1,780.6	1,820.1	1,832.7	1,836.7	1,837.7

\*\*Further budget details are provided at the branch level



# Branch - Corporate Procurement and Supply Services

---

## Introduction

The Corporate Procurement and Supply Services Branch is the supply chain management and tendering authority for the City of Edmonton and Edmonton Police Service. The branch is responsible for delivering a range of business services to the organization including procurement, inventory management and distribution, mail processing and digital printing. The branch acts as an enabler toward *Building a Great City* by delivering quality services and providing expert advice that allows City departments to meet their business goals and citizen service expectations. The branch contributes directly or indirectly to many of the strategic goals and outcomes identified in *The Way Ahead* and the six Ways plans.

Given the current economic environment, the branch understands the need for fiscal restraint and the responsible stewardship of resources. Care has been taken to demonstrate this prudence in developing this 2016-18 operating budget. The branch continues to focus on the modernization of its core services and business processes by pursuing innovative technologies and business practices, demonstrating a commitment to continuous improvement, and by leveraging our greatest asset - our people, through ongoing talent development, succession planning and employee engagement.

Branch employees bring specialized skills, a strong understanding of client business needs and objectives and deep knowledge of industry best practices to the delivery of services that are efficient, cost effective and valued by our customers. The branch also continues to enhance practices that promote positive environmental, social and local economic development outcomes through the City's sustainable purchasing program.

In 2015, the City of Edmonton received the prestigious national *Supply Chain Excellence Award* for the innovative procurement process developed for the downtown lease accommodations project, which resulted in the new Edmonton Civic Tower building and secured commitments to significant additional downtown development. In addition, the City also received the *Award of Excellence in Procurement* in 2015. This award recognizes organizations that demonstrate procurement excellence by meeting or exceeding criteria set each year to reflect public procurement best practice. This is the 16<sup>th</sup> consecutive year that the City has achieved this award. These awards are further demonstration that the City of Edmonton is seen as a leader for its professional and innovative procurement and supply chain practices.



# Branch - Corporate Procurement and Supply Services

---

## Positive Change - Innovation & Continuous Improvement

Corporate Procurement and Supply Services has identified the following innovation and continuous improvement initiatives that will be pursued over the 2016-2018 period:

**Category Management (2016):** Category Management represents a significant shift in how the City plans for and executes procurement in its major spend categories. It uses concepts such as strategic sourcing, lifecycle costing, demand management, process improvements, and performance measurement to optimize the City's procurement processes. Two Category Management pilots in the Design & Construction area will be initiated in 2016.

**Supplier Performance Program (2016):** The supplier performance program will provide a formalized and defensible means of rating supplier performance on projects; rewarding strong performers while protecting the City from poor performing suppliers. This corporate program is scheduled to launch on January 1, 2016 and will apply to all construction-related consultants and contractors, representing over \$500 million in annual spend.

**Electronic Bidding (2016):** Electronic bidding capabilities will enable the City to more effectively manage the submission and evaluation of bids and proposals received through open procurement processes. Through electronic bidding, the City will significantly reduce the number of non-compliant bids received, eliminate the processing and storage of hard copy bids and proposals and facilitate online electronic bid evaluation processes.

**Procurement Process Automation (2016-2018):** The pursuit of enabling technologies will improve the efficiency and effectiveness of the City's end-to-end procurement/contract/payment processes while increasing capacity within existing staff.

**Procurement Document Modernization (2016-2018):** Procurement document modernization for all competitive bidding (tender/RFx) templates and standard contract documents will increase capacity by reducing processing times for tender/RFP and contract document development. It is also expected to attract greater competition on City procurements while continuing to protect the City's interests.

**Supply Chain Management Innovations (2016-2018):** Inventory management innovations will be achieved through technology enhancements aimed at increasing capabilities for inventory analytics, demand forecasting and supplier on-time delivery monitoring.

# Branch - Corporate Procurement and Supply Services

## Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$404	\$376	\$293	\$322	\$332	\$342
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$404</b>	<b>\$376</b>	<b>\$293</b>	<b>\$322</b>	<b>\$332</b>	<b>\$342</b>
<b>Expenditure &amp; Transfers</b>						
Corporate Print and Mail Services	724	921	1,168	1,221	1,360	1,509
Procurement	3,543	3,801	3,588	4,144	4,234	4,341
Supply Chain Management	5,016	5,410	7,163	7,001	7,180	7,405
<b>Total Expenditure &amp; Transfers</b>	<b>\$9,283</b>	<b>\$10,132</b>	<b>\$11,920</b>	<b>\$12,366</b>	<b>\$12,774</b>	<b>\$13,255</b>
<b>Net Operating Requirement</b>	<b>\$8,879</b>	<b>\$9,756</b>	<b>\$11,627</b>	<b>\$12,044</b>	<b>\$12,442</b>	<b>\$12,913</b>
<b>Full-time Equivalents</b>	149.0	149.0	154.0	159.0	159.0	159.0

# Branch - Corporate Procurement and Supply Services

## Approved 2016-2018 Budget - Branch Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$404	\$376	\$293	\$322	\$332	\$342
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$404</b>	<b>\$376</b>	<b>\$293</b>	<b>\$322</b>	<b>\$332</b>	<b>\$342</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	11,788	12,364	13,398	14,401	14,822	15,296
Materials, Goods, and Supplies	812	1,021	1,262	1,288	1,270	1,261
External Services	870	1,392	652	862	1,046	1,188
Fleet Services	114	121	119	174	175	190
Intra-municipal Charges	415	477	58	190	194	197
Utilities & Other Charges	305	292	391	395	394	394
Transfer to Reserves	-	-	-	-	-	-
Subtotal	14,304	15,667	15,880	17,310	17,901	18,526
Intra-municipal Recoveries	(5,021)	(5,535)	(3,960)	(4,944)	(5,127)	(5,271)
<b>Total Expenditure &amp; Transfers</b>	<b>\$9,283</b>	<b>\$10,132</b>	<b>\$11,920</b>	<b>\$12,366</b>	<b>\$12,774</b>	<b>\$13,255</b>
<b>Net Operating Requirement</b>	<b>\$8,879</b>	<b>\$9,756</b>	<b>\$11,627</b>	<b>\$12,044</b>	<b>\$12,442</b>	<b>\$12,913</b>
<b>Full-time Equivalents</b>	149.0	149.0	154.0	159.0	159.0	159.0

# Branch - Corporate Procurement and Supply Services

---

## Budget Changes for 2016-2018

(\$000)

### Revenue & Transfers - Changes

Revenue increases for 2016-2018 have been adjusted for inflation.

### Expenditures & Transfers - Changes

#### Personnel

There are increases in 2016-2018 of \$1,003, \$421 and \$474 to account for approved cost of living adjustments, movement towards job rate, benefits changes and service package impacts. The funded service packages include personnel costs of \$480 in 2016. This amount is offset by Intra-municipal Recoveries.

#### Materials, Goods, and Supplies

Inflationary increases are offset by Innovation and Continuous Improvement program savings.

#### External Services

There are 2016-2018 adjustments to courier costs to align budgets with actual expenditure trends and account for increases to delivery volumes and costs.

#### Fleet Services

Fleet services charges reflect an increase in maintenance charges partially offset by fuel price savings.

#### Intra-municipal Charges

There are 2016-2018 increases in estimated building maintenance and staff support requirements.

#### Utilities & Other Charges

No significant change.

#### Intra-municipal Recoveries

Recoveries are increasing in 2016 by \$480 as an offset to the funded service packages identified in the Personnel section. Shared service recoveries are increasing by \$375 over 2016-2018 to reflect estimated demand from utilities and enterprises. Digital Print Centre recoveries are increasing by \$420 over 2016-2018 to reflect estimated increases in demand. The remainder of the increases are attributable to inflation.

### Full-Time Equivalents - Changes

FTE increase of 5.0 in 2016-2018 is related to the funded service packages. This includes 3.0 FTEs to support the growth in the number of capital construction procurements as outlined in the 2015-2018 Approved Capital Budget. 2.0 FTEs for Drainage Services to support the planned growth in construction within the Drainage Services Branch.

# Branch - Corporate Procurement and Supply Services

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Corporate Print and Mail Services

#### Results to be Achieved

The Digital Print Centre (DPC) provides a full range of professional corporate print services, including pre-press services, colour and black and white production printing, inserting and finishing services.

The Mail Services unit is responsible for the processing and distribution of over 6.5 million pieces of metered (Canada Post) and inter-office mail to more than 155 City offices and facilities across the city.

#### Cost Drivers

- Number of print orders and volumes
- Mail volumes, schedule needs of clients and number of delivery locations

#### Policy and/or Legislation

N/A

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$68	\$61	\$57	\$57	\$57	\$57
Expenditures & Transfers	2,011	2,278	2,228	2,569	2,797	2,989
Subtotal	1,943	2,217	2,171	2,512	2,740	2,932
Intra-Municipal Recoveries	(1,287)	(1,357)	(1,060)	(1,348)	(1,437)	(1,480)
Net Operating Requirement	\$656	\$860	\$1,111	\$1,164	\$1,303	\$1,452
Full-Time Equivalents	20.0	18.0	18.0	18.0	18.0	18.0

#### 2015 Services

In 2015 Digital Print Centre and Mail Services has provided the following services:

- DPC will deliver over 12 million print images and mail insertions. Services include: colour and black and white printing, wide format printing, and inserting and finishing services.
- Mail Services will handle over 6.5 million pieces of mail delivered to over 155 City offices and facilities.

#### Changes in Services for 2016 - 2018

In 2016-2018 the DPC will continue to expand service offerings in areas that provide value for the City (e.g., Parking violation ticket printing) and Mail Services will be expanding mail routes to serve new City facilities. The branch is also working with the Civic Accommodation Transformation project team to determine the most efficient and cost effective service approach for the Edmonton Civic Tower.

# Branch - Corporate Procurement and Supply Services

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Procurement

#### Results to be Achieved

The Corporate Procurement section is the delegated tendering authority for the City of Edmonton, providing a full range of professional procurement services, including procurement planning and advisory services, Tender/Request for Proposal management, contract negotiation and purchase order/contract preparation.

#### Cost Drivers

- Volume of procurements, contracts and purchase orders required
- Complexity and time-sensitivity of projects

#### Policy and/or Legislation

City Administration Bylaw 12005, Procurement policies and directives, Inter-provincial trade agreements

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$1	-	-	-	-	-
Expenditures & Transfers	4,451	4,930	4,482	5,251	5,362	5,495
Subtotal	4,450	4,930	4,482	5,251	5,362	5,495
Intra-Municipal Recoveries	(908)	(1,129)	(894)	(1,107)	(1,128)	(1,154)
Net Operating Requirement	\$3,542	\$3,801	\$3,588	\$4,144	\$4,234	\$4,341
Full-Time Equivalents	42.0	41.0	42.0	47.0	47.0	47.0

### 2015 Services

In 2015, the Corporate Procurement Section is providing the following services:

- Corporate procurement policy and program development
- Spend data analysis & reporting, procurement planning and advisory services
- Tender / Request for Proposal management
- Contract negotiation
- Purchase order / contract preparation
- Implementation of the Supplier Performance Program for construction-related consultants and contractors

### Changes in Services for 2016 - 2018

Corporate Procurement service demand is expected to increase from 2015 levels to support growing operating and capital budgets and programs. Additional procurement resources are being added to support the effective delivery of the City's 2015-2018 Capital Program.

In 2016 and beyond, the Procurement section will continue to pursue a comprehensive modernization agenda:

- Continue looking for ways to increase competitive tendering and optimizing procurement outcomes
- Pursue new procurement approaches to stay aligned with leading practices
- Leverage beneficial technologies to improve efficiency and effectiveness of services
- Implement changes to City's procurement control framework and governance model
- Enhance tender and procurement reporting and data analytics to support transparency and decision making



# Branch - Corporate Procurement and Supply Services

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Supply Chain Management

#### Results to be Achieved

The Supply Chain Management section is responsible for delivering inventory management and distribution services that support all City departments and operations. The section consists of warehousing / stores operations, parts sourcing, management and distribution, customs, surplus disposal services and emergency logistics. Annually, the supply chain section manages inventory valued at over \$20 million with an average turnover rate of 3.53 per year.

#### Cost Drivers

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

#### Policy and/or Legislation

Provincial Occupational Health & Safety and Environmental legislation.

#### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$335	\$315	\$236	\$265	\$275	\$285
Expenditures & Transfers	7,714	8,458	9,170	9,490	9,742	10,043
Subtotal	7,379	8,143	8,934	9,225	9,467	9,758
Intra-Municipal Recoveries	(2,698)	(3,048)	(2,007)	(2,489)	(2,562)	(2,638)
Net Operating Requirement	\$4,681	\$5,095	\$6,927	\$6,736	\$6,905	\$7,120
Full-Time Equivalents	87.0	90.0	94.0	94.0	94.0	94.0

#### 2015 Services

In 2015, the Supply Chain Management section will continue to deliver warehousing / stores operations, parts management and distribution, including maintaining an inventory of products that are available to support emergency logistics.

Services are delivered through a central stores warehouse as well as numerous dedicated client inventory stores locations (e.g., LRT, Drainage, Roads, etc).

#### Changes in Services for 2016 - 2018

In 2016-2018 the Supply Chain Management section will:

- Continue to roll out inventory forecasting and supply chain automation
- Continue to work with key clients to improve demand planning so that the right items are available when needed to support efficient City operations
- Plan and implement efficient warehousing and stores locations within new facilities coming onstream
- Work closely with key suppliers to improve on-time deliveries and identify cost-saving opportunities
- Provide expertise to departments to help them improve their inventory management practices

# Branch - Corporate Procurement and Supply Services

**Program - Corporate Procurement**  
**Title - Growth positions for Capital procurement**

**Operating Impacts of Capital  
 Funded  
 On-going**

## Results to be Achieved

This service package will aim to achieve the following results:

- Meet growing service demands in Roads, Facility & Landscape Infrastructure and other capital-intensive Branches
- Support the administrative requirements related to the implementation and ongoing maintenance of the City's supplier performance evaluation program (launching Jan 1, 2015)

## Description

To support the growth in the number capital construction procurements as outlined in the 2015-2018 Capital Budget, additional resources are required to maintain existing service levels.

This service package is for three permanent procurement FTEs in 2016. These positions represent a cost of \$0.3M annually which will be fully funded through the City's capital program.

## Justification

The approved 2015-2018 tax supported Capital program represents an average annual infrastructure investment increase of 16.7% over 2012-2014 levels (to over \$479M/yr.), representing an average annual budget increase of over \$150M to support growth projects and renewal programs ranging from roads, neighbourhood renewal, facilities, fleet and information technology. Through discussions with senior management from key design and construction Branches, additional procurement resources have been identified as required in order to ensure timely procurement services to support existing and future service level needs.

Current procurement resource levels are unable to sustain the increased procurement service levels required by departments to successfully meet project/program schedule expectations and the increased effort required to effectively monitor supplier performance on design and construction contracts. Without these additional resources, service levels and procurement timelines will be impacted in all client areas, which may put project schedules at risk. Given the seasonality of construction activities, and the need for timely procurement services, not funding these positions could have a significant impact on the delivery of the City's capital program.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	3.0	-	-	-	-	-	-	-	-
Total	-	-	-	3.0	-	-	-	-	-	-	-	-

# Branch - Corporate Procurement and Supply Services

**Program - Procurement**  
**Title - Growth positions for Drainage Services**

**Operating Impacts of Capital  
Funded  
On-going**

## Results to be Achieved

This service package will aim to achieve the following results:

- Meet growing service demands for construction related procurement in the Drainage Services Branch
- Support the administrative requirements related to the implementation and ongoing maintenance of the City's supplier performance evaluation program

## Description

This service package will address the significant growth planned in the Drainage Services Branch to support the ongoing investments in Drainage Infrastructure, flood prevention programs, etc. Additional resources are required to maintain existing service levels into the future based on anticipated service demand.

This service package is for two permanent procurement positions. The package will be fully funded through shared service recoveries with \$0.18M charged to the Drainage Utility.

## Justification

Drainage Services has identified significant and long-term growth in investment approved by City Council for the maintenance and replacement of aging drainage Infrastructure assets and to support increased flood mitigation strategies. Average annual infrastructure investment levels for the 2015-2018 period have increased by 32% over 2012-14 levels (to \$183M/yr). Through discussions with Drainage senior management, additional procurement resources have been identified as required in order to ensure timely procurement services to support existing and future service level needs.

Current procurement resource levels are unable to sustain the increased procurement service levels required by departments to successfully meet project/program schedule expectations and the increased effort required to effectively monitor supplier performance on design and construction contracts. Without these additional resources, service levels and procurement timelines will be impacted in all client areas, which may put project schedules at risk. Given the seasonality of construction activities, and the need for timely procurement services, not funding these positions could have a significant impact on the delivery of the City's capital program.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	2.0	-	-	-	-	-	-	-	-
Total	-	-	-	2.0	-	-	-	-	-	-	-	-

# Branch - Customer Information Services

## Introduction

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

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

The branch operating budget for 2016-18 is intended to deliver and meet the service levels in support of citizen and business unit service delivery expectations. The majority of the branch budget is for salaries and benefits to support all of its program areas. With a focus on self-service and modernized service delivery, Customer Information Services is confronting uncertain economic conditions with a budget that is being held to the projected salary and wage inflation changes for 2016-18.



# Branch - Customer Information Services

---

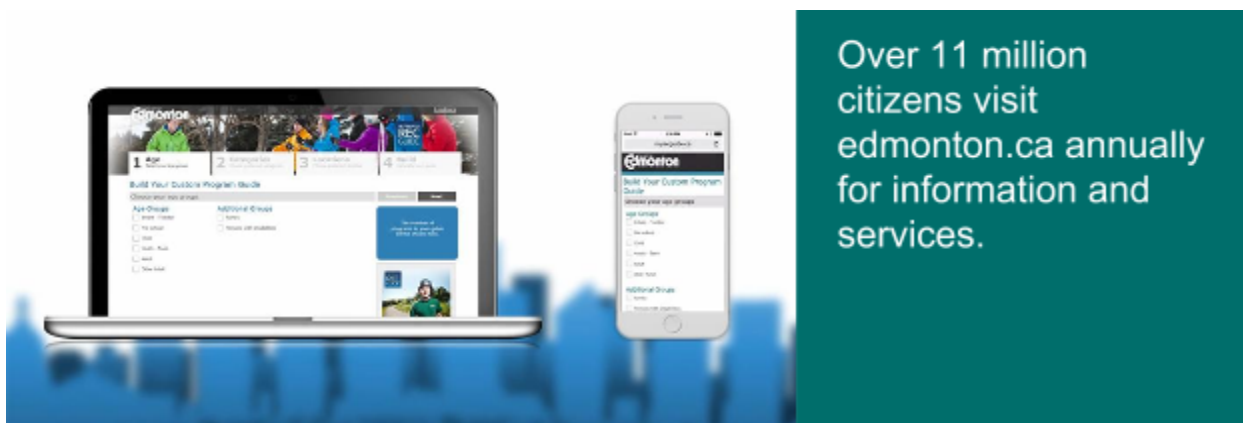
## Positive Change - Innovation & Continuous Improvement

Customer Information Services is planning the following Positive Change Initiatives to improve customer service and build capacity to maintain service levels:

**Modernize Web Environment** (2017-2018): Implement edmonton.ca website redesign and ensure content is more accessible and user-friendly by reorganizing content; updating the 'look and feel' and providing a modern search platform. The redesign will deliver a responsive design to improve the mobile formatting and reflect citizens' changing preferences on how they want to be served.

**Modernize Call Centre Tools** (2016-2017): Update call centre tools and Customer Relationship Management technologies to maintain industry-leading performance and functionality that reflects the growing service expectations in a multi-channel environment. Use tools to drive towards greater use of reporting, metrics and analytics to understand performance and trends.

**CLASS Replacement** (2017-2018): Led by Community Recreation Facilities, the CLASS program booking system will be replaced in the coming years. The branch will partner in this project so that the new online services will improve 311 and web channel experience.



## Branch - Customer Information Services

### Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$-	\$-	\$-	\$-	\$-	\$-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
311	10,570	10,960	10,908	11,301	11,672	12,078
Corporate Web Office	904	824	881	895	913	935
Inside Information	2,216	2,400	2,534	2,655	2,699	2,757
<b>Total Expenditure &amp; Transfers</b>	<b>\$13,690</b>	<b>\$14,184</b>	<b>\$14,323</b>	<b>\$14,851</b>	<b>\$15,284</b>	<b>\$15,770</b>
<b>Net Operating Requirement</b>	<b>\$13,690</b>	<b>\$14,184</b>	<b>\$14,323</b>	<b>\$14,851</b>	<b>\$15,284</b>	<b>\$15,770</b>
<b>Full-time Equivalents</b>	192.1	192.1	192.1	192.1	192.1	192.1

## Branch - Customer Information Services

### Approved 2016-2018 Budget - Branch Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$-	\$-	\$-	\$-	\$-	\$-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	13,278	14,196	14,807	15,622	16,140	16,698
Materials, Goods, and Supplies	315	346	383	381	352	337
External Services	132	142	223	223	223	223
Intra-municipal Charges	447	390	437	458	465	472
Utilities & Other Charges	285	256	248	248	248	248
Transfer to Reserves	1,077	700	-	-	-	-
Subtotal	15,534	16,030	16,098	16,932	17,428	17,978
Intra-municipal Recoveries	(1,844)	(1,846)	(1,775)	(2,081)	(2,144)	(2,208)
<b>Total Expenditure &amp; Transfers</b>	<b>\$13,690</b>	<b>\$14,184</b>	<b>\$14,323</b>	<b>\$14,851</b>	<b>\$15,284</b>	<b>\$15,770</b>
<b>Net Operating Requirement</b>	<b>\$13,690</b>	<b>\$14,184</b>	<b>\$14,323</b>	<b>\$14,851</b>	<b>\$15,284</b>	<b>\$15,770</b>
<b>Full-time Equivalents</b>	192.1	192.1	192.1	192.1	192.1	192.1



# Branch - Customer Information Services

---

## Budget Changes for 2016-2018

(\$000)

### Revenue & Transfers - Changes

No changes to Revenue & Transfers.

### Expenditures & Transfers - Changes

#### Personnel

There is a 2016-2018 increase of \$615, \$518, and \$558 respectively to account for approved cost of living adjustments, movement towards job rate, and benefit changes. 2016 Personnel discounting has been reduced by \$200 to reflect historic expenditure trends.

#### Materials, Goods, and Supplies

Reductions of \$46 over 2016-2018 are attributable to contributions towards the Innovation and Continuous Improvement Program.

#### External Services

No changes.

#### Intra-municipal Charges

There are 2016-2018 adjustments of \$35 to align budgets with actual expenditure trends and commitments. The majority of these increases are related to employee parking.

#### Utilities & Other Charges

No changes.

#### Intra-municipal Recoveries

Shared service recoveries from the Current Planning Branch are increasing by \$229 in 2016 due to increasing 311 contact volumes. The remainder of the recovery increase relates to shared service recoveries from the Waste \$44 and Drainage \$34 utilities. An inflationary increase has been applied to shared service recoveries for 2017 and 2018.

### Full-Time Equivalents - Changes

No changes to Full Time Equivalents.

# Branch - Customer Information Services

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - 311

#### Results to be Achieved

311 provides citizens with a single point of contact for City of Edmonton information, programs, and services 24-hours a day, 365 days of the year. 311 agents offer personalized services to citizens including program registrations, transit trip planning, inspection bookings and numerous other services. 311 is an accessible and well used channel through which citizens and the City can communicate directly.

#### Cost Drivers

- Total contacts (number of calls, emails, app and in person visits)
- Unplanned events
- Program additions and changes in services

#### Policy and/or Legislation

N/A

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	11,821	12,134	12,074	12,683	13,096	13,545
Subtotal	11,821	12,134	12,074	12,683	13,096	13,545
Intra-Municipal Recoveries	(1,251)	(1,174)	(1,166)	(1,382)	(1,424)	(1,467)
Net Operating Requirement	\$10,570	\$10,960	\$10,908	\$11,301	\$11,672	\$12,078
Full-Time Equivalents	150.1	150.1	150.1	150.1	150.1	150.1

#### 2015 Services

- 311 is forecasting to handle 2.19 million contacts in 2015 and provide a telephone response time of less than 25 seconds to citizens. Support for events, demand for City services and population growth have kept the level of demand for 311 services consistent in 2015.
- 311 will manage an estimated 1 million transit related requests, which is consistent with previous years. As transit ridership continues to grow, citizens are choosing self-service tools as their predominant way to obtain transit information.
- In its first year of operation, the Edmonton 311 App was downloaded over 17,000 times and citizen's submitted over 9,000 service requests.
- Supporting The Way We Live, 311 will manage over 300,000 inquiries for program registration and information on City attractions and recreation facilities.
- In 2015, the City released the 311 Explorer map-based tool that enables citizens to explore concerns reported to 311 on public property. Citizens can filter, search and create heat maps to see concentration of reports.

#### Changes in Services for 2016 - 2018

- With a focus on modernizing self-service channels, 311 contact volumes will continue to stabilize as the City promotes these new and improving service options.
- Enhance knowledge tools, training and coaching practices to maintain the already high levels of customer service.
- Develop reporting and performance dashboards through Open Data to support corporate oversight.
- Continue to partner with the business areas to help advance best practices in service delivery through the use of analytics and citizen feedback.

# Branch - Customer Information Services

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Corporate Web Office

#### Results to be Achieved

The Corporate Web Office is responsible for the governance, publishing, and continuous improvement of all of the City's websites. The office coordinates the design, structure, and content for the City's websites including edmonton.ca which provides citizens self-service access 24 hours a day, 7 days a week, 365 days a year. The success of the website hinges on keeping its content relevant, accurate and up to date.

#### Cost Drivers

- Events
- Program additions
- Changes in the scope of services

#### Policy and/or Legislation

N/A

#### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	1,005	948	960	980	1,001	1,025
Subtotal	1,005	948	960	980	1,001	1,025
Intra-Municipal Recoveries	(101)	(124)	(79)	(85)	(88)	(90)
Net Operating Requirement	\$904	\$824	\$881	\$895	\$913	\$935
Full-Time Equivalents	7.6	7.6	7.6	7.6	7.6	7.6

#### 2015 Services

- The Web Office is forecasted in 2015 to review and publish more than 35,000 changes to the over 9,200 web pages on the City's websites.
- The projected number of visits to the web for 2015 is 11.8 million, an increase of 5%. It is anticipated that the ETS Trip Planner will be accessed on the web over 4 million times.
- The Web Office continues to work with other business areas to renew content sections including the Mayor's Office, Edmonton Transit and Citylab. In total, over 100 different areas and elements were upgraded in 2015 to keep the sites up to date and relevant.

#### Changes in Services for 2016 - 2018

- Implement redesign of *edmonton.ca* - the City website - to reflect a modern self-service experience and to ensure information and services are more accessible and user friendly. The redesign will provide a responsive design to improve the mobile formatting and reflect the citizens' changing preferences.
- With the introduction of a responsive design, visits to the website are forecasted to increase 3% per year. Volumes are expected to reach 12 million visits for 2016.
- The website will continue to be modernized with an improved search platform reflecting current trends and industry standards.
- The Web Office will work with the City business units to continue to update features, structure, content and styles to ensure the sites remain current and relevant.

# Branch - Customer Information Services

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Inside Information

#### Results to be Achieved

Inside Information is the employee one-stop contact centre, providing employees with information and services needed to carry out their job requirements. From obtaining a City identification card or a City drivers permit to ordering a new PC or fixing a computer issue, Inside Information provides a wide range of services to City employees.

#### Cost Drivers

- Number of City employees, staff movement, and temporary staff utilization
- Unplanned events
- Program additions and changes in scope of services can also drive increased volumes

#### Policy and/or Legislation

Drivers Permits - *Alberta Traffic Safety Act*; Administrative Directive/Procedure A1416A, Operating City Vehicles and Equipment; Security Cards - Administrative Directive/Procedure A1434B, Wearing of Corporate Identification Cards.

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	2,708	2,948	3,064	3,269	3,331	3,408
Subtotal	2,708	2,948	3,064	3,269	3,331	3,408
Intra-Municipal Recoveries	(492)	(548)	(530)	(614)	(632)	(651)
Net Operating Requirement	\$2,216	\$2,400	\$2,534	\$2,655	\$2,699	\$2,757
Full-Time Equivalents	34.4	34.4	34.4	34.4	34.4	34.4

#### 2015 Services

- Inside information is forecasted to handle 205,000 service requests in 2015, a 5% increase over 2014.
- Front counter services, including Corporate ID cards and City driver permits as well as requests for physical access to City facilities via security access cards, will again total over 14,000 service requests in 2015.
- The IT Help Desk service provides employees with help for their computer problems, and a place to request new hardware and software that they require to perform their job responsibilities. The Help Desk is forecast to handle more than 75,000 requests in 2015, which is an 8% increase over 2014.

#### Changes in Services for 2016 - 2018

- The projected volume for 2016 is 205,000 contacts. This will be offset with modernization through business process improvements and automation, and increased self-service options.
- Inside Information will coordinate with IT and client departments in the introduction of new technology and systems to ensure minimal impact while maintaining service standards.
- Partner with internal business areas to build on the services available through self-service channels.

# Branch - Fleet Services

---

## Introduction

The City of Edmonton's Fleet Services Branch is one of the largest integrated municipal fleet operations in Canada. Fleet Services ensures that over 5,000 City vehicles, transit buses and essential City operations equipment are well-maintained, safe, and reliable for use on a daily basis. Managing a fleet and associated infrastructure that is valued at over \$600 million, Fleet Services is the City's experts in vehicle and equipment procurement, maintenance, fleet engineering, fabrication services, fuel management and fleet safety. The branch ensures all the City's fleet and equipment needs are addressed through capital planning, engineering, procurement, client and vendor relationships, training, fuel management, and project and process performance.

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

The current state of the economic climate in Alberta poses a significant challenge to the City of Edmonton. The organization must continue to meet the growing service demands of its citizens in a time of significant budgetary restraint. Working with City departments and branches to meet their service needs, Fleet Services incorporates innovative strategies, new technology and processes to enhance operations, creates long-term plans for future growth, builds upon client relationships and provides performance and budgetary monitoring. In 2016 - 2018, several initiatives focus on the financial sustainability of City operations and ensuring that front-line branches can provide services to citizens in the most economically efficient manner.

In 2015, the City Auditor completed an audit of the Fleet Services Branch. The Audit confirmed that both Transit Fleet Maintenance and Municipal Fleet Maintenance are using resources efficiently and effectively to meet operational needs.



**2015 Fleet Excellence Awards**  
Honoring Excellence In The Fleet Profession!





## Branch - Fleet Services

---

### Positive Change - Innovation & Continuous Improvement

Fleet Services is planning the following Positive Change Initiatives during 2016 - 2018:

**Systematic Review of Municipal Fleet to Optimize Lifecycle Management and Investments**

(2016-2018): Enhanced lifecycle management of fleet investments to ensure that the total cost of ownership (capital and operating) are minimized over the lifecycle of the vehicle. The Sweeper Analysis is anticipated to provide a savings of \$450 over 2016-2018. Additionally, a new hopper material (stainless steel) and a mid-life refurbishment program initiated on snow removal dump/sander/plows has doubled the lifecycle from 10 to 20 years on this asset, which is estimated to provide a savings of \$120 for 2016, in addition to the savings of \$210 realized in 2015.

**Bus Mid-Life Refurbishment Strategy** (2016-2018): The Bus Mid-life Refurbishment Strategy, has been in place since 2012 and extends the life of buses from 12 to 20 years through engine and body replacements, ensuring the optimal investment in City buses. This translates to a savings of \$540 in 2016.

**Implement Fuel Efficiencies and Controls** (2017): Fuel usage tracking and driver training to reduce fuel consumption along with testing of anti-idle technology on a portion of the heavy duty fleet. As part of the sustainable fleet plan, the branch will also be pursuing new innovations or technologies for the work fleet.

**Workflow and Shift Optimization** (2017): In-depth analysis of hoist and shift capacity; includes the potential of adding shifts and moving additional specialized work to the Ellerslie Municipal shop.



## Branch - Fleet Services

### Approved 2016-2018 Budget - Branch Summary by Program

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$11,212	\$10,879	\$11,511	\$11,823	\$12,039	\$12,238
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$11,212</b>	<b>\$10,879</b>	<b>\$11,511</b>	<b>\$11,823</b>	<b>\$12,039</b>	<b>\$12,238</b>
<b>Expenditure &amp; Transfers</b>						
Fleet Operations	84,437	86,044	83,663	81,383	83,996	83,843
Municipal Maintenance	47,455	51,846	48,372	53,341	54,865	57,051
Transit Maintenance	54,537	54,417	62,090	64,872	66,589	67,631
Intra-Municipal Recoveries	(177,649)	(182,015)	(182,614)	(187,773)	(193,411)	(196,287)
<b>Total Expenditure &amp; Transfers</b>	<b>\$8,780</b>	<b>\$10,292</b>	<b>\$11,511</b>	<b>\$11,823</b>	<b>\$12,039</b>	<b>\$12,238</b>
<b>Net Operating Requirement</b>	<b>(\$2,432)</b>	<b>(\$587)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Full-time Equivalents</b>	<b>734.0</b>	<b>742.0</b>	<b>754.0</b>	<b>757.0</b>	<b>760.0</b>	<b>762.0</b>



## Branch - Fleet Services

### Approved 2016-2018 Budget - Branch Summary by Cost Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$11,212	\$10,879	\$11,511	\$11,823	\$12,039	\$12,238
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$11,212</b>	<b>\$10,879</b>	<b>\$11,511</b>	<b>\$11,823</b>	<b>\$12,039</b>	<b>\$12,238</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	65,921	67,348	72,279	75,066	77,193	80,087
Material, Goods, and Supplies	76,418	77,609	80,140	75,967	78,399	77,216
External Services	10,484	14,548	11,647	15,068	15,291	15,999
Intra-municipal Charges	9,483	7,442	2,632	2,716	2,779	2,844
Utilities & Other Charges	24,123	25,360	5,680	5,964	6,124	6,282
Transfer to Reserves	-	-	21,747	24,815	25,664	26,097
Subtotal	186,429	192,307	194,125	199,596	205,450	208,525
Intra-municipal Recoveries	(177,649)	(182,015)	(182,614)	(187,773)	(193,411)	(196,287)
<b>Total Expenditure &amp; Transfers</b>	<b>\$8,780</b>	<b>\$10,292</b>	<b>\$11,511</b>	<b>\$11,823</b>	<b>\$12,039</b>	<b>\$12,238</b>
<b>Net Operating Requirement</b>	<b>(\$2,432)</b>	<b>(\$587)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Full-time Equivalents</b>	<b>734.0</b>	<b>742.0</b>	<b>754.0</b>	<b>757.0</b>	<b>760.0</b>	<b>762.0</b>

# Branch - Fleet Services

---

## Budget Changes for 2016-2018

(\$000)

### Revenue & Transfers - Changes

Revenue increases of \$312, \$216 and \$199 over the budget period are due to an increase in fleet units and maintenance activity, partially offset by reduced fuel prices and volumes of external customers.

### Expenditures & Transfers - Changes

#### Personnel

There are increases over 2016-18 of \$2,787, \$2,127 and \$2,894, to account for approved cost of living adjustments, movement towards job rate, benefit changes and service package impacts. The funded service packages include personnel costs of \$278, \$347 and \$214 over the budget period.

#### Materials, Goods, and Supplies

Reduction of (\$4,173) in 2016, increase of \$2,432 in 2017, and a reduction of (\$1,183) in 2018 are due to fuel price savings, Innovation and Continuous Improvement programs, offset by the impact of service changes, parts escalation and US currency exchange impacts.

#### External Services

There is an increase of \$3,421 in 2016 to adjust vendor contract work expenditures to align budgets with actual expenditure trends.

#### Intra-municipal Charges

Increases of \$84, \$63 and \$65 over 2016-2018 represent adjustments to align budgets with actual expenditure trends and inflation.

#### Utilities & Other Charges

Increases over 2016-18 reflect estimated increases to natural gas costs.

#### Transfer to Reserves

Increased transfers to the fleet replacement reserve of \$3,068, \$849 and \$433 over 2016-2018 are primarily attributable to timing of replacements and growth of the fleet over the budget period.

#### Intra-municipal Recoveries

Internal recovery increases of \$5,159, \$5,638 and \$2,876 over 2016-2018 are offsets to changes in expenditure budgets as outlined above. This includes service changes, parts escalation, and historical adjustments to vendor work, partially offset by fuel price savings.

### Full-Time Equivalents - Changes

FTE increases of 3.0, 3.0 and 2.0 over 2016-2018 are related to the funded services packages for Alberta Health Services Light Duty Service Person 1.0 FTE, Utilities Fleet Heavy Duty Technician 1.0 FTE, Municipal Fleet Heavy Duty Technicians, Foreman and Service Person 4.0 FTE, and Logistics and Information Analysts 2.0 FTE.

# Branch - Fleet Services

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Fleet Operations

#### Results to be Achieved

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

#### Cost Drivers

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

#### Policy and/or Legislation

N/A

Resources	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015	Budget	Budget	Budget
Revenue & Transfers	\$11,212	\$10,820	\$11,511	\$11,823	\$12,039	\$12,238
Expenditures & Transfers	84,437	86,044	83,663	81,383	83,996	83,843
Subtotal	73,225	75,224	72,152	69,560	71,957	71,605
Intra-Municipal Recoveries	(75,657)	(75,752)	(72,152)	(69,560)	(71,957)	(71,605)
Net Operating Requirement	(\$2,432)	(\$528)	\$-	\$-	\$-	\$-
Full-Time Equivalents	102.0	102.0	108.0	110.0	110.0	110.0

#### 2015 Services

- Deliver over 2,260 personal days of training to fleet staff by year end
- Managed the purchase and distribution of over 21.1 million litres of fuel for the City(YTD June 2015)
- Managed a fleet of over 5,000 vehicles that have travelled over 45.5 million kilometers (YTD June 2015)
- Recovered warrantable costs of up to \$500K internally and externally (YTD June 2015)
- Manage the procurement of \$20.1M in replacement vehicles excluding EPCOR, EPS and growth units

#### Changes in Services for 2016 - 2018

- Reduce capital fleet costs to the City through targeted lifecycle analyses on specific fleet groups
- Enhance the maintenance quality assurance improvement and monitoring process
- Implement new and enhance existing strategies to improve driver safety and the safety of the City's fleet
- Work to manage fuel costs for the City by testing and implementing innovative fuel management strategies

# Branch - Fleet Services

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Municipal Fleet Maintenance

#### Results to be Achieved

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

#### Cost Drivers

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

#### Policy and/or Legislation

N/A

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	\$59	\$-	\$-	\$-	\$-
Expenditures & Transfers	47,455	51,846	48,372	53,341	54,865	57,051
Subtotal	47,455	51,787	48,372	53,341	54,865	57,051
Intra-Municipal Recoveries	(47,455)	(51,846)	(48,372)	(53,341)	(54,865)	(57,051)
Net Operating Requirement	\$-	(\$59)	\$-	\$-	\$-	\$-
Full-Time Equivalents	263.0	267.0	270.0	271.0	274.0	276.0

#### 2015 Services

- Maintained over 105 different vehicle and equipment types
- Completed seasonal maintenance on equipment including sanders, mowers, and sidewalk plows
- Maintained overtime below 4% of wages (YTD June 2015) and 47.6% planned work (YTD June 2015)
- Implemented the Government of Alberta web-based reporting tools for CVIP inspections

#### Changes in Services for 2016 - 2018

- Continue to provide fleet maintenance to Alberta Health Services and EPCOR fleets
- Maintain certification for environmental sustainability including ISO 14001 and ENVISO
- Complete the Capacity Planning analysis to ensure the best allocation of resources and shift design
- Implement emerging technologies and a fleet retention policy

# Branch - Fleet Services

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Transit Fleet Maintenance

#### Results to be Achieved

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

#### Cost Drivers

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

#### Policy and/or Legislation

N/A

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	-	-	-	-	-
Expenditures & Transfers	54,537	54,417	62,090	64,872	66,589	67,631
Subtotal	54,537	54,417	62,090	64,872	66,589	67,631
Intra-Municipal Recoveries	(54,537)	(54,417)	(62,090)	(64,872)	(66,589)	(67,631)
Net Operating Requirement	\$-	\$-	\$-	\$-	\$-	\$-
Full-Time Equivalents	369.0	373.0	376.0	376.0	376.0	376.0

#### 2015 Services

- Reached availability targets through 100% book-out
- Completed 50 body and 54 mechanical refurbishments through the Bus Mid-Life Refurbishment Strategy
- Supported Edmonton Transit's SmartBus program to enhance use of technology in excess of 900 buses
- Worked with ETS to ensure availability for festivals, regimental funerals, FIFA, concerts, and football games

#### Changes in Services for 2016 - 2018

- Complete the Capacity Planning analysis to ensure the best allocation of resources and shift design
- Work with ETS in the testing and research of future propulsion technology and cost management strategies
- Support the future of public transit through the SmartBus and SmartFare projects
- Work to operationalize the Northeast Transit Garage maintenance facility

## Branch - Fleet Services

**Program - Municipal Maintenance**  
**Title - Service Person - Alberta Health Services**

**Growth on Existing Service**  
**Funded**  
**On-going**

### Results to be Achieved

The FTE requirements for this package will enable Fleet Services to add an additional Service Person - funded by external revenues. This will allow technicians to focus time on scheduled maintenance and running repairs and to meet maintenance requirements identified in the AHS Maintenance contract with the City of Edmonton.

### Description

Fleet Services provides contracted maintenance to the Alberta Health Services (AHS) ambulance fleet in Edmonton. The current fleet of 161 units travel an annual average of 5.4M kilometres. AHS plans to add nine vehicles to the fleet in 2015/2016, an increase of 5.6%. The additional resource will allow technicians to focus time on scheduled maintenance and running repairs.

### Justification

This package is funded through external revenue from the AHS contract, but requires the FTE approval.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$90	90	-	1.0	\$3	3	-	-	\$3	3	-	-
Total	\$90	90	-	1.0	\$3	3	-	-	\$3	3	-	-

## Branch - Fleet Services

### Program - Municipal Maintenance Title - Increased Maintenance Requirements (Utilities Fleet)

Growth on Existing Service  
Funded  
On-going

#### Results to be Achieved

One additional technician will provide planned and preventative maintenance for the Utilities fleet ensuring that vehicles are safe, reliable and available for use for programs and services provided to citizens.

#### Description

Over the past three years, shop staffing levels at the Kennedale Municipal Maintenance facility have remained flat, while the number of vehicles and equipment serviced from that location has increased by 12%. This service package relates specifically to vehicles and equipment for Waste Management which has seen steady increases in kilometers travelled since 2012. Growth and demand for the fleet remains high requiring additional resources to complete forecasted maintenance.

This package includes one Full-time Heavy Duty Technician dedicated to the Utilities fleet maintenance program.

Costs of this package are \$108 in 2017 and \$4 in 2018.

#### Justification

The lifecycle on waste collection trucks has been extended awaiting a decision on automated collection of garbage. This has increased maintenance requirements to meet availability. Drainage Operations requires additional maintenance resources to reduce wait times in the express service queue, ensuring critical units are available to provide services to the public in a more efficient manner.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	1.0	-	-	-	-
Total	-	-	-	-	-	-	-	1.0	-	-	-	-



# Branch - Fleet Services

**Program - Municipal Maintenance**  
**Title - Increased Maintenance Requirements**

**Operating Impacts of Capital  
 Funded  
 On-going**

## Results to be Achieved

Additional Technicians will provide planned and preventative maintenance for the municipal fleet ensuring that vehicles are safe, reliable and available for use for programs and services provided to citizens.

## Description

A \$7.7M capital profiles put forward by the Community Services Department at 2015 Fall SCBA was approved. These profiles are mainly for additional units to meet service levels, and also included the buyout for units that have been previously leased. Analysis demonstrates that purchasing the units required is more efficient than leasing.

This package includes:

- Two Heavy Duty Technicians
- One Foreman
- One Service Person II

Personnel costs of this package are \$231 in 2017 and \$199 in 2018.

Parts, maintenance and reserve contribution costs of this package are \$1,114 in 2016, \$943 in 2017 and \$740 in 2018.

## Justification

Additional resources are required to meet the mandated maintenance schedules for City municipal vehicles. Preventative maintenance programs ensure that vehicles are safe, reliable and available for programs and services provided to citizens.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	2.0	-	-	-	2.0
<b>Total</b>	-	-	-	-	-	-	-	2.0	-	-	-	2.0

# Branch - Fleet Services

**Program - Fleet Operations**  
**Title - Logistics and Information Analysts**

**Operating Impacts of Capital  
Funded  
On-going**

## Results to be Achieved

In the 2015-2018 capital cycle, Fleet Services has two Technology Investment Requests to implement a business intelligence and analytics tool. This system will consolidate information from multiple information systems in the branch, providing more timely and accurate information to decision-makers within Fleet Services, as well as citizen-serving departments who use Fleet Services. By adopting this new approach to information management, Fleet Services will gain insight and be best positioned to assess operational activities to improve effectiveness and efficiency.

## Description

Support is needed to maintain and provide reporting from our three information and reporting systems, SAP, PeopleSoft, and M5, to allow for the Corporation and clients to access timely data for the management of their fleets including, fleet usage, shop efficiency, capacity analysis, and budget management.

This package includes two full-time Logistics Analysts: \$203 in 2016, \$6 in 2017 and \$8 in 2018.

## Justification

This package will ensure fleet data is audited, controls are in place, and will develop reporting and/or analysis to support front-line branch business decisions. These positions will be dedicated to fleet-specific information, such as shop capacity, lifecycle and asset management, work order management and labour management processes.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	2.0	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	2.0	-	-	-	-	-	-	-	-

# Branch - Human Resources

---

## Introduction

The Human Resources Branch is passionately committed to creating and supporting the City of Edmonton's most valuable resource: our workforce. The current state of the economic climate in Alberta poses a significant challenge to the corporation. The organization must continue to meet the growing service demands of its citizens in a time of significant budgetary restraint. To succeed in such an environment, creative thinking and innovation must be encouraged from all of the organization's employees. The Human Resources Branch is uniquely positioned to provide the supports, services and processes necessary to build workforce capacity and support innovation for organizational success in a time of prudent fiscal management.

The core business of the Human Resources Branch is to attract, train, develop and retain a workforce that is committed to excellence in citizen service. Now more than ever, it is important for the branch to find creative talent with the capacity to continuously innovate, train this skill in the workforce, recognize and reward it, so that it becomes part of every employee's job.

Overarching these core services, the branch is guided by the Corporate Workforce Plan. With a focus on the art and science of HR, the branch advances the implementation of three strategic focus areas outlined in the Corporate Workforce Plan: Talent, Learning and Performance. By modernizing its systems and processes, the branch will move these initiatives forward. These focus areas are also advanced by using our organizational culture as a compass, a culture that promotes and encourages innovation, creativity and collaboration.

Negotiating collective agreements, promoting a healthy and safe workplace, building employee and leadership skills through training, and managing a wide range of employee issues are just some of the ways the Human Resources Branch is integral to the worklife of every City employee. In addition, the branch continues to enhance its systems and programs to better support the organization's business areas and meet their specific workforce requirements.

The creative work of the HR Branch at the City of Edmonton has been recognized in Alberta and nationally and has resulted in the City being named a top employer in Alberta, a top diversity and youth employer in Canada, as well as the first Canadian Municipality to be chosen for the *Waterstone Most Admired Culture* award in the public sector.



# Branch - Human Resources

---

## Positive Change - Innovation & Continuous Improvement

The Human Resources Branch promotes and facilitates continuous improvement, enhancement and innovation through ambitious HR modernizations to our business and includes the following initiatives:

**Modernize Learning Environment - The School of Business (2016-18):** Through the adoption of an enterprise approach to learning, significantly expanding e-learning opportunities, and developing new programs such as Learning from Others, Management 101, Aspiring Supervisors Program, Communities of Practice, the City will significantly enhance organizational and leadership capacity and better manage the risks associated with changing demographics and labour market supply shifts.



**Modernized Recruitment Processes (2016):** Modernization of the City's recruitment processes focus on enhancing the candidate/hiring manager experience, promoting the City's brand as a great employer and moving towards the automation and/or elimination of manual recruitment processes. As one of the first organizations in Canada to implement technology allowing candidates to apply for jobs using handheld devices, and also one that has a very active recruitment social media presence (including online career fairs), Recruitment is poised to attract a higher number of high quality candidates and reduce reliance on paid job boards. The automated onboarding program is designed to optimize and streamline the processes involved in bringing a new employee into the City and modernize our HR operational efforts. Through an automated onboarding process every new hire will have immediate and comprehensive access to information regarding their employment details and the City's corporate culture resulting in a faster integration of a new employee. The hiring area/manager will benefit from increased efficiencies and tracking capabilities related to various onboarding tasks and activities.



**Safety Data Management System (2017):** Implementation of the City's Safety Data Management System will support the shifting of resources from a currently transaction-based OHS approach, to one that is more strategic in nature. This system will consolidate and automate the tracking and management of data, processes and activities related to the City's safety program, and will include customizable reporting capabilities with a strong analytic component for producing safety-related forecasts, predicting trends, as well as supporting OHS legislative compliance.



## Branch - Human Resources

### Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$-	\$-	\$-	\$-	\$-	\$-
Grants	26	3	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$26</b>	<b>\$3</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Corporate Culture Office	632	564	862	941	952	962
Corporate Safety and Disability Management	(245)	918	2,225	2,413	2,432	2,423
Employee Service Centre	2,504	2,387	2,239	2,462	2,528	2,586
Enterprise Learning	1,604	1,572	778	1,334	1,546	1,533
HR Consulting and Systems	2,076	3,329	5,356	5,062	5,303	5,443
Recruitment	3,707	3,119	3,614	3,674	3,680	3,684
<b>Total Expenditure &amp; Transfers</b>	<b>\$10,278</b>	<b>\$11,889</b>	<b>\$15,074</b>	<b>\$15,886</b>	<b>\$16,441</b>	<b>\$16,631</b>
<b>Net Operating Requirement</b>	<b>\$10,252</b>	<b>\$11,886</b>	<b>\$15,074</b>	<b>\$15,886</b>	<b>\$16,441</b>	<b>\$16,631</b>
<b>Full-time Equivalents</b>	<b>161.5</b>	<b>161.5</b>	<b>162.5</b>	<b>165.5</b>	<b>166.5</b>	<b>166.5</b>

## Branch - Human Resources

### Approved 2016-2018 Budget - Branch Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$-	\$-	\$-	\$-	\$-	\$-
Grants	26	3	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$26</b>	<b>\$3</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	17,081	18,229	17,915	20,109	20,518	20,787
Materials, Goods, and Supplies	939	555	928	1,005	1,287	1,269
External Services	652	1,843	1,936	2,000	2,005	2,167
Intra-municipal Charges	722	933	280	311	370	376
Utilities & Other Charges	549	553	493	492	488	482
Subtotal	19,943	22,113	21,552	23,917	24,668	25,081
Intra-municipal Recoveries	(9,665)	(10,224)	(6,478)	(8,031)	(8,227)	(8,450)
<b>Total Expenditure &amp; Transfers</b>	<b>\$10,278</b>	<b>\$11,889</b>	<b>\$15,074</b>	<b>\$15,886</b>	<b>\$16,441</b>	<b>\$16,631</b>
<b>Net Operating Requirement</b>	<b>\$10,252</b>	<b>\$11,886</b>	<b>\$15,074</b>	<b>\$15,886</b>	<b>\$16,441</b>	<b>\$16,631</b>
<b>Full-time Equivalents</b>	161.5	161.5	162.5	165.5	166.5	166.5

# Branch - Human Resources

---

## Budget Changes for 2016-2018

(\$000)

### Revenue & Transfers - Changes

No changes in Revenue & Transfers.

### Expenditures & Transfers - Changes

#### Personnel

There are 2016-2018 increases of \$613, \$305, and \$269 respectively to account for approved cost of living adjustments, movement towards job rate, and benefit changes. Staff support has increased by \$1,245 in 2016 to reflect historic expenditure trends, offset by Intra-municipal Recoveries. There are service package additions of \$345 in 2016 for the School of Business, offset by Intra-municipal recoveries. There is also \$109 in 2017 for Corporate Succession and Talent Management.

#### Materials, Goods, and Supplies

There are 2016-2017 increases of \$83 and \$316 respectively to reflect initiatives such as Medgate module upgrade and paperless recruitment. There are also reductions of \$59 over 2016-2018 which are attributable to contributions towards the Innovation and Continuous Improvement Program.

#### External Services

There is a 2016-2018 increase of \$71 to reflect expenditure trends and meet anticipated demands regarding legislative compliance for medical testing. There is also a service package addition of \$160 in 2017 for Corporate Performance Management Module. In addition there is a reduction of \$10 regarding the T4 printing initiative which contributes to the Innovation and Continuous Improvement Program.

#### Intra-municipal Charges

There are 2016-2018 adjustments of \$96 to align budgets with actual expenditure trends and commitments. This is primarily attributable to estimated printing requests from the Digital Print Centre.

#### Utilities & Other Charges

The decrease is primarily attributable to contributions towards the Innovation and Continuous Improvement Program.

#### Intra-municipal Recoveries

Shared service recoveries from Drainage Services are decreasing by \$87 and Waste Management recoveries are decreasing by \$24 which are partially offset with an increase recovery of \$73 from Current Planning Branch. An inflationary increase has been applied to shared service recoveries for 2017 and 2018. Recoveries for staff support services amounted to \$1,245 in 2016, and are offset by an equivalent increase to Personnel. There is also an increase of \$345 in 2016 due to the School of Business service package.

### Full-Time Equivalents - Changes

There is an increase of 3.0 FTEs in 2016 associated with the School of Business service package and an increase of 1.0 FTE in 2017 associated with the Corporate Succession & Talent Management service package.



# Branch - Human Resources

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Corporate Culture Office

#### Results to be Achieved

This program aims to increase organizational capacity to achieve The Way Ahead through the continued and intentional development of our award-winning corporate culture. This work focuses on five key culture outcomes: engaged employees, effective leadership, collaborative workplaces, high performance, and a citizen-centric focus. From administering the Corporate Culture Ambassador Program to leading change management for the Civic Accommodation Transformation to planning and executing the Great City Event employee engagements; the Corporate Culture Office shapes the structures, processes and behaviours of our organization.

#### Cost Drivers

- Emerging shifts in approaches to public sector service which may create substantial change to service and program delivery by the City
- Ongoing corporate-wide growth of programs and activities focused on developing culture which require integration, support and alignment
- Employee Engagement and Diversity Survey results and associated culture action plans

#### Policy and/or Legislation

N/A

#### Resources

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	632	564	862	941	952	962
Subtotal	632	564	862	941	952	962
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$632	\$564	\$862	\$941	\$952	\$962
Full-Time Equivalents	5.0	5.0	5.0	5.0	5.0	5.0

#### 2015 Services

- Implementation of corporate-wide culture strategy
- Leadership of change management activities for the Civic Accommodation Transformation
- Managed over 40% growth in Culture Ambassador Program membership and participation over 2014
- Planning and execution of Great City employee engagement and learning events
- Consultant services in the development of Branch Culture Action Plans

#### Changes in Services for 2016 - 2018

- Maintain and increase positive trending in biennial Employee Engagement and Diversity Survey results
- Partner in development of corporate culture to support the Aboriginal Training and Awareness Initiative
- Increase in positive trending of annual measures in the five key culture outcomes
- Support the integration of Innovation and Continuous Improvement Initiative
- Successfully manage increased growth in Culture Ambassador Program

# Branch - Human Resources

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Corporate Safety and Disability Management

#### Results to be Achieved

This program seeks to meet or exceed Workers Compensation Board incident reporting timeframe goal, reduce WCB premium rates per \$100 of insurable earnings and proactively manage short/long term disability and WCB claims. This area also ensures legislative compliance and promotion of safer workplaces through cost-effective and innovative approaches such as health surveillance mobile testing, online booking for vaccination clinics, proactive occupational hygiene testing and efficient OHS data management.

#### Cost Drivers

- Number of City employees
- Legislated safety changes

#### Policy and/or Legislation

*Occupational Health and Safety Act, Collective Agreements, Workers' Compensation Act*

#### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	1,688	3,146	3,017	3,236	3,265	3,268
Subtotal	1,688	3,146	3,017	3,236	3,265	3,268
Intra-Municipal Recoveries	(1,933)	(2,228)	(792)	(823)	(833)	(845)
Net Operating Requirement	(\$245)	\$918	\$2,225	\$2,413	\$2,432	\$2,423
Full-Time Equivalents	21.0	21.0	21.0	21.0	21.0	21.0

#### 2015 Services

- Reduce the rate of injury per 100 employees
- Reduce WCB Premium Rates (2012: \$1.37, 2013: \$1.28, 2014: \$1.17 and 2015: \$1.09)
- Increase the percentage of incidents that are reported to WCB within the legislated 72-hour window
- Continue downward trend pertaining to annual sick leave hours per FTE
- Continue downward trend related to lost time incidents

#### Changes in Services for 2016 - 2018

- Introduction of the Corporate Safety Management System
- Corporate implementation of the Root Cause Analysis initiative
- Achieve a score of over 80% at the tri-annual External Safety Audit
- Exceed the 80% WCB legislated requirement for submitting claims within 72-hour

# Branch - Human Resources

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Employee Service Centre

#### Results to be Achieved

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

#### Cost Drivers

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

#### Policy and/or Legislation

Collective Agreements, Tax and reporting related legislation, Legislation related to Public Sector Pension Plans

#### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	2,931	3,070	3,004	3,062	3,146	3,222
Subtotal	2,931	3,070	3,004	3,062	3,146	3,222
Intra-Municipal Recoveries	(427)	(683)	(765)	(600)	(618)	(636)
Net Operating Requirement	\$2,504	\$2,387	\$2,239	\$2,462	\$2,528	\$2,586
Full-Time Equivalents	35.0	35.0	35.0	35.0	35.0	35.0

#### 2015 Services

- Achieve 100% compliance with third party plan administration, reporting, remittances, CRA T4 submission and adherence of taxation legislation, Service Canada Record of Employment filing
- 100% on time performance pertaining to payroll deadlines

#### Changes in Services for 2016 - 2018

- Online T4s: beginning with the 2015 taxation year provide online access to T4s (for current recipients of online pay advices). This will provide cost efficiencies (reduction in the use of paper, printing and mailing costs).
- Timesheet Optimization: 2016 replacement of the current excel timesheet process with solution(s) that fit the business area needs and individual user access to technology. Design will look to utilize current time pass-off systems that the organization already supports thereby maximizing efficiencies.
- Flex Spending Account Program Implementation (as per collective agreements benefit enhancements in 2017 for CSU 52 and IBEW 1007; existing program for Management employees): provides online solution to allow for program administration and self service options for employees to elect portions of their annual Flex Spending Account credits to be forwarded to their existing Health Care Spending Account or receive taxable cash payments. Design will look to optimize functionality within the current system and provide administrative efficiencies.

# Branch - Human Resources

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Enterprise Learning

#### Results to be Achieved

The service standards for this program include full completion of mandatory corporate training, expanding upon blended learning opportunities across the City, a single repository of training (including compliance training) and an increase in targeted employee competencies. All the programs and initiatives put forward by the School of Business are designed to continuously increase the organizational and leadership capacity.

#### Cost Drivers

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

#### Policy and/or Legislation

N/A

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	2,240	2,115	1,986	2,490	2,723	2,735
Subtotal	2,240	2,115	1,986	2,490	2,723	2,735
Intra-Municipal Recoveries	(636)	(543)	(1,208)	(1,156)	(1,177)	(1,202)
Net Operating Requirement	\$1,604	\$1,572	\$778	\$1,334	\$1,546	\$1,533
Full-Time Equivalents	12.0	12.0	13.0	16.0	16.0	16.0

#### 2015 Services

- Modernization of Corporate Learning/School of Business
- Maintain or increase compliance with mandatory safety orientation
- Increase and enhance the amount of online training
- Launching of the Aspiring Supervisors Program

#### Changes in Services for 2016 - 2018

- Introduction of corporate-wide Aboriginal Awareness Training
- Achieve 100% compliance with mandatory employee training requirement
- Maintain or increase the overall engagement of new hires
- Implementation of the Management 101 Program
- Establishing the School of Business as the Centre of Excellence for in-house consulting services
- Expansion of the Supervisor 101 Program

# Branch - Human Resources

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - HR Consulting and Systems

#### Results to be Achieved

Service standards include maximizing the use of technology, HR data and the availability of systems to support strategic decision-making and the effective delivery of HR programs and processes. The modernized advances made and continuing in Workforce Analytics will enable HR to work collaboratively with the City's business areas to take on a more proactive role in addressing strategic workforce challenges.

Service standards include the negotiation, application and governance of Collective Agreement articles and the Management Administrative Guidelines, as well as the provision of consultation and support to management on employment, compensation and classification-related matters. Given the organization's commitment to the Working Relationship Agreement, this program requires its employees to be ambassadors for collaborative union/management relationships and interest-based problem solving.

#### Cost Drivers

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

#### Policy and/or Legislation

Collective Agreements, Management Administrative Guidelines, FOIP

#### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	4,587	4,952	6,082	6,234	6,511	6,687
Subtotal	4,587	4,952	6,082	6,234	6,511	6,687
Intra-Municipal Recoveries	(2,511)	(1,623)	(726)	(1,172)	(1,208)	(1,244)
Net Operating Requirement	\$2,076	\$3,329	\$5,356	\$5,062	\$5,303	\$5,443
Full-Time Equivalents	40.0	40.0	40.0	40.0	41.0	41.0

#### 2015 Services

- Transformation of HR Reporting and Analytics
- Automated Employee Onboarding
- Continue to resolve disputes internally at the lowest step possible - and maintain a Success Rate of over 80% for those disputes advanced to Arbitration

#### Changes in Services for 2016 - 2018

- Introduction of the Corporate Learning Management System

# Branch - Human Resources

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Recruitment

#### Results to be Achieved

Recruitment's goal is to hire a highly qualified, innovative and diverse workforce that mirrors the diversity of the working population of our citizens by streamlining and modernizing more traditional recruitment practices and playing a leadership role in the rapidly emerging social media technologies. Quality measure include turnover in the first six-months of employment and number of staff support requests. Diversity is measured by the percentage of candidates hired from diverse backgrounds and number of diversity programs in place. Traditional measure such as time to fill are still tracked, while social media penetration and numbers of hires attributed to social media provide insight to future success.

#### Cost Drivers

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

#### Policy and/or Legislation

Collective Agreements

#### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$26	\$3	\$-	\$-	\$-	\$-
Expenditures & Transfers	7,865	8,266	6,601	7,954	8,071	8,207
Subtotal	7,839	8,263	6,601	7,954	8,071	8,207
Intra-Municipal Recoveries	(4,158)	(5,147)	(2,987)	(4,280)	(4,391)	(4,523)
Net Operating Requirement	\$3,681	\$3,116	\$3,614	\$3,674	\$3,680	\$3,684
Full-Time Equivalents	48.5	48.5	48.5	48.5	48.5	48.5

#### 2015 Services

- Implement a seamless MOBILE application submission process
- Increase the number of Facebook Followers by 20%
- Increase the number of LinkedIn Followers by 20%
- Increase the number of Social media hires by 25%
- Fill position within 52 days or less
- Hire a workforce representative of the available external labour force [Aboriginal 4.5%, Visible Minority Persons 21%, Person with disability 11.3%]
- Maintain healthy turnover rate (5-10%)

#### Changes in Services for 2016 - 2018

- Reduce the end-to-end hiring timelines by integrating processes across Compensation and Recruitment

# Branch - Human Resources

**Program - Enterprise Learning**  
**Title - School of Business**

**New or Enhanced Service**  
**Funded**  
**Ongoing**

## Results to be Achieved

The 2015-2020 Corporate Workforce identifies the need and opportunity for the organization through an expanded enterprise approach to learning. A cost recovery funding model allows in house facilitators and consultants to support specific initiatives across the organization such as building Leadership Capacity through an expanded Aspiring Supervisor Program, enhanced Supervisor 101 Program and new Management 101 Program. The programs will compete against offerings externally for existing department training funds. Positions will only be filled if the programs are seen as valuable to clients and fully funded through recoveries after year one.

## Description

The School of Business was launched in 2015 by reallocating existing HR Branch funding and FTEs. This allowed the Branch to advance the expansion of an enterprise approach to learning by building individual and organizational capacity to better manage workforce risk. The 2015-2020 Corporate Workforce Plan describes the importance of investing in the current workforce as a competitive strategy to manage risk associated with changing demographic and a fluctuating economy.

This package does not ask for any new tax levy funding but does ask for three new FTEs. The emerging business model for the School of Business is that it must operate and compete like a business. This means positions will only be filled and remain filled if the School can attract internal revenue through existing client department training budgets (recovery). The premise is that our courses are of high quality, can compete in the marketplace for revenues and that the expansion of targeted courses will expand revenues. Also, using internal positions is a more cost-effective approach that better utilizes client departments' training budgets while adding invaluable internal knowledge to the service delivery and alignment with the rest of the School of Business programs and courses.

Three FTEs are requested in 2016 (funded by Intra-municipal recoveries \$345) to modernize the City's corporate learning environment through the School of Business.

## Justification

The organization faces several risks that can be better managed through an expanded School of Business. These include demographic change, a dynamic economy and impact on labour as well as an expanding need for City specific skill development. The client departments would get more value by accessing internal resources who have a vast organizational knowledge and offer services better aligned to the rest of the School of Business programs.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	3.0	-	-	-	-	-	-	-	-
Total	-	-	-	3.0	-	-	-	-	-	-	-	-



# Branch - Human Resources

## Program - HR Consulting & Systems Title - Corporate Succession & Talent Management

## Operating Impacts of Capital Funded Ongoing

### Results to be Achieved

The 2015-2020 Corporate Workforce identifies the need to effectively manage workforce risk by planning and building a strong sustainable workforce today and in the future. Through the development of proactive strategies related to succession planning, planning for critical positions, and talent management, as well as considerations of internal and external labour factors, the City is significantly limiting its risk of potential gaps in the provision of crucial programs and services to Edmontonians. This program will identify critical positions and corporate talent and enable targeted learning and development and knowledge management activities limiting the time critical positions are vacant while minimizing disruption. It will prepare employees for future responsibilities through understanding the City's leadership needs and by ensuring our talent development activities are on track to prepare the right people for the right jobs at the right time, now and into the future.

### Description

The Succession Planning and Talent Management modules are part of our modernization activities and will support leadership capacity around understanding, managing and reporting on talent at a corporate level. Currently, succession and workforce planning processes occur in some but not all areas across the City, are labour intensive and have a limited view of talent in the organization. This innovation will standardize our client areas' approach in this area, broaden our ability to look at talent from a corporate perspective and facilitate corporate conversations and decision making around talent and focussing resources where needed the most.

This request is for the operating impacts of the capital which is \$150/year as well as 1 FTE, User Systems Administrator (\$109/year), which will support both the Succession and Talent Management Module as well as the Performance Management Module. These operating expenses include annual software licensing fees, administrative support and maintenance/sustainment activities. Please note that the capital costs for this module have been approved.

### Justification

The organization faces several risks that can be better managed through an expanded Corporate Succession and Talent Management Program. These include demographic change (aging workforce), a dynamic economy and the impact on labour (turnover rates) as well as an expanding need for City specific skill development. The Succession and Talent Management modules will ensure 90% of critical positions are identified and a plan is established to minimize the impact of a vacancy in these critical positions and that the provision of crucial programs and services are maintained. We anticipate with this tool we will be able to anticipate and assist us in planning for 85% of retirements in the next 5 years.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	\$259	-	259	1.0	-	-	-	-
Total	-	-	-	-	\$259	-	259	1.0	-	-	-	-

# Branch - Human Resources

## Program - HR Consulting & Systems Title - Corporate Performance Management Modules

## Operating Impacts of Capital Funded Ongoing

### Results to be Achieved

The 2015-2020 Corporate Workforce Plan identifies the need and opportunity for the organization to optimize individual and organizational performance. This program will facilitate the implementation of a comprehensive performance management process for all staff, with the goal of optimizing individual performance and enhance management and supervisory accountability on both individual and organizational goals with the aim to improve management practices across the organization. It will provide managers and supervisors the tools to set performance standards and development goals, communicate performance expectations, and facilitate regular monitoring and coaching opportunities as well as recognize achievements and accomplishments.

### Description

Currently, performance appraisal processes are manual and paper-based, with processes varying in each area across the City. Our goal is to modernize the performance management process by implementing a performance management module that will standardize the process and enable greater visibility and accountability on both individual and organizational goals. The tool will be used by all City's supervisory staff to set goals, develop performance plans, monitor and conduct performance appraisals. Modernizing the performance management process will support the overall optimization of individual employee and team performance.

Please note that the capital costs for this module have been approved. This request is for the operating impacts of the capital which is \$160/year. These operating expenses include licensing fees, administrative support and maintenance/sustainment activities.

### Justification

A strategic approach to people resource management ensures skilled employees are in the right positions at the right time and that performance is optimized to meet both current and future needs. The performance management modules will assist us in increasing the percentage of employees who have received formal performance within the last six months.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$160	-	160	-
Total	-	-	-	-	-	-	-	-	\$160	-	160	-

# Branch - Information Technology

---

## Introduction

Oversight and coordination for all Information Technology services is provided by strong governance processes, enterprise architecture principles and sound resourcing, project and financial management. IT staff use their experience, knowledge and expertise to provide the City with a broad range of technology-based solutions and services while maintaining four core outcomes:

- IT-based infrastructure and systems are reliable and sustainable.
- The IT Branch operates as a well-managed organization.
- IT acts as a trusted partner and advisor in the delivery of Department and Branch goods and services.
- IT services and operations are focused on providing expertise and modern innovative solutions.

From 2016-2018, the IT Branch will pursue these four outcomes in support of building organizational capacity by reinvesting in foundational systems, business workflow, infrastructure, and the integration of *Cloud technologies* into our environment. The branch will focus on core service delivery through programs such as *OneCity Workplace*. Changing economic conditions will require the branch to increase financial austerity, and to apply closer and more stringent program and project management controls. These fortified core services will, in turn, better equip IT and other branches to cultivate innovation, facilitating broader and more pervasive access to digital and online information and citizen services through Open City, *eBusiness*, *Business Analytics*, *Corporate Data Warehouse* and more.

From syncing City traffic lights to providing online and mobile access to City information, the Information Technology Branch directly affects the lives of Edmontonians. Internally, the IT Branch provides technology tool sets that meet staff's unique needs, enabling staff to work from anywhere, anytime, with any device. IT maintains over 140 departmental business applications and five enterprise-wide applications, enabling citizen services such as recreation facility booking, program registrations and Fire Rescue Dispatch. Public Engagement is no longer a 'once-in-a-while' town hall meeting, but takes place in every transaction of Edmonton 311, eBusiness and the Insight Community.



## Branch - Information Technology

---

### Positive Change - Innovation & Continuous Improvement

**SAP Mobility** (2016): Mobility is changing how City staff work in the field. SAP Mobility allows outside workers and other mobile City staff to receive work orders and notifications, as well as file timesheets and other documents, online with their mobile devices. This eliminates a significant duplication of effort, equipping staff with the technology tools that allow them to be effective every day, wherever they are working.

**OneCity Workplace** (2016-17): IT will deliver the OneCity Workplace vision by 2017, leveraging services that will maximize current technology, help to reduce the costs of collaboration and communication, and create new ways of interacting with customers and partners. Making full use of the City's collaborative technologies such as Google Hangouts, and applying communications simplifications such as single-number reach will improve organizational agility.

**Application Portal** (2017): IT will implement an Application Portal, initially providing single sign-on for a limited number of Corporate applications (i.e., Google, SAP and PeopleSoft).

**Business Workflow** (2016-18): As a foundation to citizen services, IT will create new ways to manage processes and workflow integration and the movement of data between systems; by 2018 an agile structure will be established, allowing citizen services to be responsive to business process changes.

**eBusiness & Civic SmartCard** (2016-18): eBusiness has many facets including identity access management, e-payment standards and ensuring a common, delightful, consumer experience. In support of the City's eBusiness activities, IT is developing common architectures to address these challenges and deliver a reliable technology infrastructure.

**Open City Data Hub (Corporate Data Warehouse)** (2016-18): The City generates and manages a wealth of data and information every day of the year. The Open City Data Hub will streamline access to and management of this data.





## Branch - Information Technology

### Approved 2016-2018 Budget - Branch Summary by Program

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$1	\$-	\$-	\$-	\$-	\$-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$1</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Applications	10,701	10,495	13,589	14,266	15,178	16,006
Corporate IT Services	6,609	6,250	6,422	6,625	6,975	7,369
Infrastructure	16,652	15,489	15,131	15,626	16,038	16,515
IT Administration	4,381	4,057	3,890	3,988	4,086	4,195
Program Management and Corporate Initiatives	3,313	2,760	3,010	3,429	3,559	3,689
<b>Total Expenditure &amp; Transfers</b>	<b>\$41,656</b>	<b>\$39,051</b>	<b>\$42,042</b>	<b>\$43,934</b>	<b>\$45,836</b>	<b>\$47,774</b>
<b>Net Operating Requirement</b>	<b>\$41,655</b>	<b>\$39,051</b>	<b>\$42,042</b>	<b>\$43,934</b>	<b>\$45,836</b>	<b>\$47,774</b>
<b>Full-time Equivalents</b>	<b>358.9</b>	<b>378.9</b>	<b>391.4</b>	<b>393.0</b>	<b>393.0</b>	<b>393.0</b>

## Branch - Information Technology

### Approved 2016-2018 Budget - Branch Summary by Cost Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$1	\$-	\$-	\$-	\$-	\$-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$1</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	40,450	42,012	45,689	47,800	49,619	51,665
Materials, Goods, and Supplies	11,817	9,938	11,863	11,994	12,411	12,707
External Services	13,319	8,280	2,210	2,286	2,302	2,297
Fleet Services	4	-	-	-	-	-
Intra-municipal Charges	446	398	234	395	401	386
Utilities & Other Charges	3,448	3,361	3,475	3,500	3,493	3,482
Transfer to Reserves	-	1	-	-	-	-
Subtotal	69,484	63,990	63,471	65,975	68,226	70,537
Intra-municipal Recoveries	(27,828)	(24,939)	(21,429)	(22,041)	(22,390)	(22,763)
<b>Total Expenditure &amp; Transfers</b>	<b>\$41,656</b>	<b>\$39,051</b>	<b>\$42,042</b>	<b>\$43,934</b>	<b>\$45,836</b>	<b>\$47,774</b>
<b>Net Operating Requirement</b>	<b>\$41,655</b>	<b>\$39,051</b>	<b>\$42,042</b>	<b>\$43,934</b>	<b>\$45,836</b>	<b>\$47,774</b>
<b>Full-time Equivalents</b>	358.9	378.9	391.4	393.0	393.0	393.0

# Branch - Information Technology

---

## Budget Changes for 2016-2018

(\$000)

### Revenue & Transfers - Changes

No revenue changes.

### Expenditures & Transfers - Changes

#### Personnel

There is a 2016-2018 increase of \$1,986, \$1,894, and \$2,121 respectively to account for approved cost of living adjustments, movement towards job rate, and benefit changes and to account for some positions that have been reclassified. Improved management of priorities and workload will result in increased capacity and a \$75 reduction in overtime in each of the 3 years. In addition, increased personnel costs of \$200 are due to two Service Packages for IT Support, 1.0 FTE for Smart Bus, and 0.6 FTE for Parking Control Technology System. These positions are offset by Intra-Municipal Recoveries from Transportation Services (below).

#### Materials, Goods, and Supplies

In 2016, there is a \$120 in incremental software license costs which are offset by internal recoveries (below). In addition, there is an increase of \$250 for inflation in software licence costs in 2017 and 2018. Software licence costs are further increased by an Operating Impact of Capital Service Package of \$263 (2017) and \$96 (2018). These are offset by reductions of \$155 over 2016-2018 which are attributable to contributions towards the Innovation and Continuous Improvement Program.

#### External Services

No significant change.

#### Intra-municipal Charges

There are 2016-2018 adjustments to staff support and building maintenance charges to align budgets with actual expenditure trends and commitments.

#### Utilities & Other Charges

Increases in various costs including travel and training costs \$31, offset by reductions of \$24 over 2016-2018 which are attributable to contributions towards the Innovation and Continuous Improvement Program.

#### Intra-municipal Recoveries

Shared Services cost/volume changes: recoveries increased by \$210 from Drainage Services, \$195 from Waste Management, and a reduction of \$155 from Current Planning. An inflationary increase has been applied to Shared Service recoveries for 2017 and 2018. In addition, there is an increase of \$120 in software license cost recovery from Financial Services & Utilities (Materials, Goods and Supplies above).

### Full-Time Equivalents - Changes

Increase of 1.6 FTEs due to two Service Packages for IT Support for Transportation Services.



# Branch - Information Technology

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Applications

#### Results to be Achieved

The Applications program is directly responsible for planning, development and implementation of application systems solutions that meet the City's business requirements, ensuring that systems are available, reliable, have outstanding performance and can scale to meet ever increasing demands. Functions included in this program are enterprise applications, client applications, client relations and training. Maintain and enhance over 140 departmental business applications and five enterprise applications that are used by citizens to access City services and by branches and departments to perform work efficiently. Applications need to be available (often 24/7) and secure, and this is achieved through timely administration, maintenance and support. Service standards include understanding the needs of citizens and business areas and enhancing application systems to meet those needs, ensuring applications are available and performing as expected, and building and maintaining knowledge so that advice can be given to business areas and problems can be resolved in a timely manner.

#### Cost Drivers

- Volume of changes to application systems, whether those changes are required by legislation or policy, citizen needs or the business areas.
- The need to maintain vendor-supported technology versions.
- The need to respond to the high rate of change in the technology industry.

#### Policy and/or Legislation

N/A

Resources	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015	Budget	Budget	Budget
Revenue & Transfers	\$1	-	-	-	-	-
Expenditures & Transfers	31,707	29,278	29,186	30,490	31,749	32,946
Subtotal	31,706	29,278	29,186	30,490	31,749	32,946
Intra-Municipal Recoveries	(21,006)	(18,783)	(15,597)	(16,224)	(16,571)	(16,940)
Net Operating Requirement	\$10,700	\$10,495	\$13,589	\$14,266	\$15,178	\$16,006
Full-Time Equivalents	151.0	171.0	174.0	175.6	175.6	175.6

#### 2015 Services

- In 2015 this program focused on implementing the first stages of SAP Mobility to support outdoor and mobile workers. The Mobility Centre was implemented to support clients with their mobility and app requirements while maintaining consistency and integrity with the existing environment. Both the Class and FINES replacement projects began, which will have continuing impacts throughout 2016.

#### Changes in Services for 2016 - 2018

- Continue to improve customer service. Continue to develop the role of the Mobility Centre among client areas. Increase the automation and management of complex business workflows and the movement of data between systems. Improve resiliency on key IT systems and upgrade key enterprise applications to support the City's critical financial, human resource, tax assessment and permit processes. Develop and implement the application portal for corporate applications.

# Branch - Information Technology

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Corporate IT Services

#### Results to be Achieved

Corporate IT Services encompasses those functions of the IT Branch that provide the foundations and scaffolding that allow IT to deliver projects and enhancements to customers. Functions included in Corporate IT Services are IT Project & Resource Management, IT Security, and IT Architecture Foundations. This program works with branches to define, design and deliver new technology capabilities, while ensuring that new solutions integrate with the existing technology environment and stored information is secure and reliable. The program also provides management of all IT resources and finances, and provides IT project management services. Service standards include validation of solutions against enterprise architecture principles (including integration of new and existing technologies), meeting project and financial management standards while delivering projects on time and on budget, and meeting customer schedules and requirements.

#### Cost Drivers

- Changes in technology, both at the City of Edmonton and across the industry.
- The large number of in-flight IT projects.
- The volume of resources required for those projects.

#### Policy and/or Legislation

N/A

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	10,886	10,079	10,312	10,515	10,868	11,266
Subtotal	10,886	10,079	10,312	10,515	10,868	11,266
Intra-Municipal Recoveries	(4,277)	(3,829)	(3,890)	(3,890)	(3,893)	(3,897)
Net Operating Requirement	\$6,609	\$6,250	\$6,422	\$6,625	\$6,975	\$7,369
Full-Time Equivalents	71.4	71.4	76.4	76.4	76.4	76.4

#### 2015 Services

- In 2015, this program focused on internal improvements that will increase capacity and enable success. IT implemented an internal communications improvement strategy in response to the Employee Engagement and Diversity Survey action plan. Improvements were made to IT vendor management, and a standard self-service portal for employee hardware and software ordering was introduced in place of the previous manual process. Improvements were also made to the overall planning and reporting cycle.

#### Changes in Services for 2016 - 2018

- Continue to align IT project management and reporting practices with client areas and corporate practices. Continue to advance resource and business planning capacity to greater serve clients. Continue to improve our security and risk management stance and improve disaster recovery processes. Deliver an Identity Access Management solution for the City of Edmonton. Deliver and implement an architecture strategy for the integration of Cloud technologies.

# Branch - Information Technology

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Infrastructure

#### Results to be Achieved

The Infrastructure program is responsible for the technology infrastructure that provides IT services to the corporation and to citizens. The infrastructure needs to be kept current and evolving as new functionality and features become available. Infrastructure components include network, servers, storage, backup, databases and data centres. Many of these services are provided on a 24x7, 365 days-a-year basis and require on-call support because of their importance to the corporation. Functions included in this program are servers & network support and workplace support. Provide the foundational layer of technology that is needed for all City services that involve technology. The IT Infrastructure is expected to be available, meet performance expectations and be secure. This infrastructure is continually maintained throughout its lifecycle. Infrastructure services understand and meet the requirements of citizens and business areas. Infrastructure must be kept current (on vendor supported versions) and secure, and services must meet availability and performance expectations, including being able to recover in a timely fashion if an outage occurs.

#### Cost Drivers

- Changes required by legislation or policy, citizen needs or business areas.
- The need to maintain vendor-supported versions so that vendor support of technologies is available.
- Maintaining performance and capacity to keep up with increasing demand.

#### Policy and/or Legislation

N/A

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	18,975	17,569	16,839	17,334	17,746	18,223
Subtotal	18,975	17,569	16,839	17,334	17,746	18,223
Intra-Municipal Recoveries	(2,323)	(2,080)	(1,708)	(1,708)	(1,708)	(1,708)
Net Operating Requirement	\$16,652	\$15,489	\$15,131	\$15,626	\$16,038	\$16,515
Full-Time Equivalents	91.0	91.0	92.0	92.0	92.0	92.0

#### 2015 Services

- In 2015 this program upgraded the Internet service to 1GB/s and implemented a second Internet feed to increase network resiliency. WiFi was installed at all Capital line LRT stations south of the river. The Windows 7 operating system was rolled out to all City staff, and technology maintenance windows were implemented to minimize business disruptions related to technology upgrades and maintenance.

#### Changes in Services for 2016 - 2018

- Continue to provide dependable and reliable infrastructure to meet the changes required by clients and citizens. Continue to implement mobility solutions for field workers. Implement the OneCity Workplace vision, increasing the efficiency of critical business processes. Optimize and integrate existing systems and infrastructure with advancing Cloud technologies. Upgrade and enhance core data centre technologies which securely bridge the City's protected networks and data centres.

# Branch - Information Technology

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - IT Administration

#### Results to be Achieved

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

#### Cost Drivers

- Maintaining software licensing compliance, which ensures that software versions are supported and secure.
- The increase in vendor management, procurement and contract management costs in response to growing demand.

#### Policy and/or Legislation

N/A.

Resources	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	4,395	4,069	3,900	3,998	4,096	4,205
Subtotal	4,395	4,069	3,900	3,998	4,096	4,205
Intra-Municipal Recoveries	(14)	(12)	(10)	(10)	(10)	(10)
Net Operating Requirement	\$4,381	\$4,057	\$3,890	\$3,988	\$4,086	\$4,195
Full-Time Equivalents	26.0	26.0	26.0	26.0	26.0	26.0

#### 2015 Services

- In 2015 this program implemented the one-year and four-year holistic IT project roadmaps, and the production of monthly project health and progress reports for all IT Capital Portfolio projects. PCI V3.0 Compliance was achieved, and the newly established Cybersecurity Standards were implemented. The IT Governance structure was reviewed and simplified to better align with business needs.

#### Changes in Services for 2016 - 2018

- Continue to advance financial planning capacity and management of the IT composite profiles to greater serve clients. Continue to align procurement and asset management with corporate processes and standards. Develop and deliver an ongoing IT strategic plan, advancing business planning capacity in the face of an uncertain economic environment. Integrate business practices related to Cloud technologies into the procurement and vendor management functions. Implement improved software and hardware asset management and optimized software licensing.

# Branch - Information Technology

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Program Management and Corporate Initiatives

#### Results to be Achieved

This program includes the Office of the General Manager for Corporate Services and the Corporate and Departmental Initiatives section, which includes Open City. This program area provides leadership for priorities within the Corporate Services Department and for broader corporate initiatives focused on advancing *The Way Ahead* and Council priorities. The program currently oversees the Department's Modernization Agenda, the Open City Initiative and the City's Shared Services program. Service standards are focused on leadership and direction for Corporate and Departmental Initiatives, and on providing valued and timely information to Council to support direction-setting and decision-making.

#### Cost Drivers

- The number and scope of major corporate and departmental initiatives.

#### Policy and/or Legislation

City Policy C581 - Open City

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	3,521	2,995	3,234	3,637	3,767	3,897
Subtotal	3,521	2,995	3,234	3,637	3,767	3,897
Intra-Municipal Recoveries	(208)	(235)	(224)	(208)	(208)	(208)
Net Operating Requirement	\$3,313	\$2,760	\$3,010	\$3,429	\$3,559	\$3,689
Full-Time Equivalents	19.5	19.5	23.0	23.0	23.0	23.0

#### 2015 Services

- In 2015 this program fully established the Corporate and Department Initiatives portfolio with a focus on maturing the City's information management efforts. The Open City Initiative was further advanced, particularly in the areas of open data and advanced analytics.

#### Changes in Services for 2016 - 2018

- For 2016 - 2018, the Corporate and Departmental Initiatives program will focus on continuing to lead in the areas of collaboration, transparency and inclusiveness by advancing the Open City program. Additional datasets will be released on an on-going basis and collaboration with partners in the Metropolitan Edmonton region will allow for increased citizen engagement through the centralization of open data. In addition, the information management program will facilitate the development of the Open City Data Hub (corporate data warehouse) in order to provide for improved access to information in addition to increased data analytics.

# Branch - Information Technology

## Program - Applications Title - Operating Impacts of Capital

## Operating Impacts of Capital Funded

### Results to be Achieved

This service package will aim to achieve the following results:

- 1) Meet software maintenance compliance requirements
- 2) Meet audit requirements
- 3) Meet business requirements from other departments by automating manual processes

### Description

In order to fully support business units across the corporation, the IT Branch must take on additional software licence agreements and increase functionality of software and platforms. This includes the implementation of the following new functionality:

Convert Tririga (facility management) reports to a new format  
Enhance Tririga (facility management)  
Purchase and maintain common desktop applications  
Open Data and GovStat Support Services  
Debt Management System Replacement  
Fleet Services Parts Automation  
Open Government Mobility Apps  
Security Weaver (maintenance for additional licences purchased)  
Work Manager (maintenance for additional licences purchased)  
Winshuttle (maintenance for new licences)

### Justification

The IT Branch acquires software on behalf of the corporation in order to automate manual processes and improve productivity. Software licensing agreements with vendors require the purchase of maintenance (typically 20% of the initial purchase price per year) in order to receive ongoing support of the product from the vendor. Maintaining these software maintenance agreements with the vendors allows the City to access vendor support for complex issues including software patches, software upgrades and adding capacity. The software included in this service package provides enhanced end-user functionality which supports the various areas of business. If funding is not provided, the City will not be able to pay software vendors and will need to decrease software functionality and decrease the number of software users in order to be compliant with existing signed software contracts.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	\$263	-	\$263	-	\$96	-	\$96	-
Total	-	-	-	-	\$263	-	\$263	-	\$96	-	\$96	-

# Branch - Law

---

## Introduction

Working closely with our clients, the Law Branch leverages knowledge of the City's organization and operations with expertise in municipal law, risk management and security to provide valued advice and support throughout the corporation. Innovating our core business is essential in providing the excellent service and support needed to enable success in the City's many projects, initiatives, and day to day operations. Given increasing demand for service from the public in an uncertain economic climate, the Law Branch strives to support its clients in modern and cost-effective ways. In order to accomplish this, the branch must work towards integrating the ever-changing technology and practices found externally in law firms while increasing capacity to efficiently collaborate with clients internal to the City of Edmonton.

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

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



Like other branches within Corporate Services, the Law Branch continues to support the core business, projects, and initiatives led by other areas of the City of Edmonton. This model keeps client satisfaction at the heart of our work, whether we are supporting the greater good through expropriation, keeping the needs of citizens in mind through Risk Management and Corporate Security, or continuing to build relationships and processes that support the *OneCity* approach. Our branch staff are highly engaged in providing the best support possible through expertise, creativity, and a positive manner. An important focus through 2016-2018 is the modernization of our practices, which will allow the Law Branch to deliver this high quality service to clients in a time of fiscal uncertainty.



## Branch - Law

---

### Positive Change - Innovation & Continuous Improvement

The Law Branch is planning the following Positive Change initiatives for 2016 - 2018:

**Implement Transit Computer-Aided Dispatch (2016):** Partner with Edmonton Transit security to have system in the City Hall Monitor Room. Will provide real-time information on location of the downtown peace officers to improve incident response time. No impact to budget.

**Implement Online Client Tools and FAQs (2017):** Provide resources and training to clients to complete low-risk work independently. This includes developing and making available online resources such as "Standard Form" agreements and FAQs. No impact to budget.

**Adopt Analytics Approach to Review and Interpret Documents (2017):** Receive documents directly from client departments and through the analytics tool, cull and remove duplicates and reduce the amount of email chains within our paper and electronic files. Will be used for document production in lawsuits and potentially for FOIP requests. Potential savings of employee time will be reallocated within the branch.

**Implement Automated Security Planning Tool (2017):** Corporate Security provides significant support when events are being planned for Churchill Square. Identifying, developing, and implementing an automated security planning tool will create efficiencies and consistency, and reduce the amount of staff time devoted to planning for low-risk events. Potential savings of employee time will be reallocated within the branch.



## Branch - Law

### Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$43	\$2	\$-	\$-	\$-	\$-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$43</b>	<b>\$2</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Corporate Security	1,652	1,656	1,770	1,830	1,861	1,885
Legal Services	5,832	6,411	7,187	7,405	7,569	7,789
Risk Management	1,474	1,483	1,623	1,696	1,737	1,784
<b>Total Expenditure &amp; Transfers</b>	<b>\$8,958</b>	<b>\$9,550</b>	<b>\$10,580</b>	<b>\$10,931</b>	<b>\$11,167</b>	<b>\$11,458</b>
<b>Net Operating Requirement</b>	<b>\$8,915</b>	<b>\$9,548</b>	<b>\$10,580</b>	<b>\$10,931</b>	<b>\$11,167</b>	<b>\$11,458</b>
<b>Full-time Equivalents</b>	87.0	87.0	98.0	98.0	98.0	97.0

## Branch - Law

### Approved 2016-2018 Budget - Branch Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$43	\$2	\$-	\$-	\$-	\$-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$43</b>	<b>\$2</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	9,387	10,292	11,952	12,447	12,740	12,956
Materials, Goods, and Supplies	345	371	353	424	432	429
External Services	2,828	2,303	2,224	2,302	2,353	2,405
Intra-municipal Charges	358	290	275	289	292	295
Utilities & Other Charges	268	297	250	250	250	250
Subtotal	13,186	13,553	15,054	15,712	16,067	16,335
Intra-municipal Recoveries	(4,228)	(4,003)	(4,474)	(4,781)	(4,900)	(4,877)
<b>Total Expenditure &amp; Transfers</b>	<b>\$8,958</b>	<b>\$9,550</b>	<b>\$10,580</b>	<b>\$10,931</b>	<b>\$11,167</b>	<b>\$11,458</b>
<b>Net Operating Requirement</b>	<b>\$8,915</b>	<b>\$9,548</b>	<b>\$10,580</b>	<b>\$10,931</b>	<b>\$11,167</b>	<b>\$11,458</b>
<b>Full-time Equivalents</b>	87.0	87.0	98.0	98.0	98.0	97.0

# Branch - Law

---

## Budget Changes for 2016-2018 (\$000)

### Revenue & Transfers - Changes

No changes to Revenue & Transfers.

### Expenditures & Transfers - Changes

#### Personnel

There are 2016-2018 increases of \$495, \$293, and \$290 respectively to account for approved cost of living adjustments, movement towards job rate, and benefit changes. There is a reduction of \$74 and 1.0 FTE in 2018 for a Lawyer currently working on the Metro Line LRT Project which is offset by a reduction to Intra-municipal Recoveries (below).

#### Materials, Goods, and Supplies

There are 2016-2018 increases of \$73, \$22 and \$5 respectively to reflect expenditure trends and to meet anticipated demands. There are also reductions of \$25 over 2016-2018 which are attributable to contributions towards the Innovation and Continuous Improvement Program.

#### External Services

There are 2016-2018 increases of \$78, \$51, and \$52 respectively for security contract costs to align budgets with actual expenditure trends.

#### Intra-municipal Charges

There are 2016-2018 adjustments of \$20 to align budgets with actual expenditure trends and commitments. The majority of these increases are related to staff support services.

#### Utilities & Other Charges

No changes.

#### Intra-municipal Recoveries

Shared service recoveries from the Current Planning Branch and Waste Management are increasing by \$220 and \$20 in 2016 due to increasing demands on the Law Branch's services which is partially offset with a decrease in recoveries for Drainage Services \$68. An inflationary increase has been applied to shared service recoveries for 2017 and 2018. There are 2016-2018 increases of \$53, \$26, and \$27 for increased security demands.

### Full-Time Equivalents - Changes

There will be a decrease in 2018 of 1.0 FTE for a Lawyer currently working on the Metro Line LRT Project.

## Branch - Law

### Approved 2016 - 2018 Budget - Program Summary

#### Program Name - Corporate Security

##### Results to be Achieved

Corporate Security seeks to mitigate security risks for City assets and contribute to the improved livability for citizens of Edmonton. The unit will continue to proactively manage these risks through various security principles to reduce the number and severity of incidents. Success is achieved when targets are met or exceeded for the following metrics:

- Client satisfaction >75%
- Employee satisfaction >75%
- # of Security Incidents including Alarms (Reduce)
- % Security Audit recommendations adopted >75%

##### Cost Drivers

- Number of facilities and employees to protect
- Number of special events to secure
- Demand for contracted guard services

##### Policy and/or Legislation

N/A

##### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$43	\$2	\$-	\$-	\$-	\$-
Expenditures & Transfers	3,738	3,175	3,291	3,415	3,479	3,538
Subtotal	3,695	3,173	3,291	3,415	3,479	3,538
Intra-Municipal Recoveries	(2,086)	(1,519)	(1,521)	(1,585)	(1,618)	(1,653)
Net Operating Requirement	\$1,609	\$1,654	\$1,770	\$1,830	\$1,861	\$1,885
Full-Time Equivalents	10.0	10.0	10.0	10.0	10.0	10.0

##### 2015 Services

- Physical Security - Planning for city facilities, Special Events, Security Audits, and Guard Contract.
- Personnel Security – Security Awareness Seminars and Executive VIP Protection.
- Investigations – Internal/External, Law Enforcement Interface and workplace substance abuse/violence.
- Security Planning and Liaison – Emergency planning, work stoppage plans, floor plan reviews, security system proposals and community security and crime prevention program liaisons.

##### Changes in Services for 2016 - 2018

- Civic Accommodation Building
  - Physical security planning of new spaces, including creation of post orders/procedures
  - Training of employees (on new systems or procedures, perhaps reception staff)
  - Programming of new access and new POSSE accounts
  - Decommissioning of old offices spaces (CN, HSBC, Scotia Place)
- Civic Events Security Planning - Increased events in 2016 will strain Security Advisor resources.
- Transportation Pay and Display Project implementation.
- Security design and planning for the Northeast Transit Garage.
- C-Cure 9000 security upgrade.

# Branch - Law

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Legal Services

#### Results to be Achieved

Legal Services is comprised of two sections: Solicitors and Litigation. Litigators initiate legal action, prosecute bylaws, and provide legal defence in actions brought against the City. Solicitors review and draft bylaws and contracts and work closely with the program areas providing daily ongoing legal support. Success is achieved when targets are met or exceeded for the following metrics:

- Client satisfaction >75%
- Employee satisfaction >75%
- % of lawsuits resolved in favor of the City or within settlement range >85%
- Conviction rate on bylaw prosecutions >90%
- Amount of claim paid in Statements of Claim served on City <10%

#### Cost Drivers

- Complexity and number of City projects
- Complexity and number of actions brought against the City

#### Policy and/or Legislation

N/A

#### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	7,834	8,684	9,928	10,367	10,609	10,764
Subtotal	7,834	8,684	9,928	10,367	10,609	10,764
Intra-Municipal Recoveries	(2,002)	(2,273)	(2,741)	(2,962)	(3,040)	(2,975)
Net Operating Requirement	\$5,832	\$6,411	\$7,187	\$7,405	\$7,569	\$7,789
Full-Time Equivalents	59.0	59.0	69.0	69.0	69.0	68.0

#### 2015 Services

- Support for major projects including: Downtown Arena, Edmonton Civic Tower, 2022 Commonwealth Games bid, Metro and Valley Line LRT, Vehicle for Hire Bylaw, Galleria project, and Blatchford Redevelopment.
- Legal advice on the *Big City Charter* and the *Municipal Government Act* review.
- Involved in access closures and compensation claims for the LRT, an annexation hearing, a National Energy Board hearing, and alternative dispute resolution procedures relating to construction claims.
- New FTEs were added to the Legal Services complement in 2015 in order to ensure work was being done at the right level and to increase capacity for client projects, many of which are listed above.

#### Changes in Services for 2016 - 2018

- Continuing support for the major projects listed above.
- Support for potential affordable housing initiatives, a municipal development corporation, further LRT expansion, sporting event bids, increased assessment appeals and growing procurement complexity.
- 2017 municipal election and re-write of the *City Administration Bylaw*.

## Branch - Law

### Approved 2016 - 2018 Budget - Program Summary

#### Program Name - Risk Management

##### Results to be Achieved

Risk Management provides insurance for the City as a whole and project-specific insurance as required. It undertakes risk analysis reviews and risk control inspections of City facilities to enable our clients to achieve their business objectives. Claims adjusters investigate and resolve claims made by and against the City before they go to litigation. Success is achieved when targets are met or exceeded for the following metrics:

- Client satisfaction >75%
- Employee satisfaction >75%
- Claims settled without proceeding to litigation >95%
- % Risk control recommendations adopted >75%
- Insurance premium as percentage of total assets <.50%

##### Cost Drivers

- Complexity and number of City projects.
- Severe weather events.

##### Policy and/or Legislation

N/A

Resources	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015	Budget	Budget	Budget
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	1,614	1,694	1,835	1,930	1,979	2,033
Subtotal	1,614	1,694	1,835	1,930	1,979	2,033
Intra-Municipal Recoveries	(140)	(211)	(212)	(234)	(242)	(249)
Net Operating Requirement	\$1,474	\$1,483	\$1,623	\$1,696	\$1,737	\$1,784
Full-Time Equivalents	18.0	18.0	19.0	19.0	19.0	19.0

##### 2015 Services

- Valley Line LRT Insurance Schedules
- Large volume of pothole claims
- Arena district insurance

##### Changes in Services for 2016 - 2018

- Development of corporate course of construction insurance program.
- Changes in processes due to introduction of incident reporting module.



# Branch - Office of the City Clerk

## Introduction

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

The 2014 census reported a population of 877,926, an increase of 60,428 over the 2012 census. With this increase comes growing expectations for more participation, timely access to information, and transparency in operations. We promote innovative methods to reduce barriers to participation and engage citizens in local government, whilst facilitating and optimizing open and transparent government and access to information.

The Office of the City Clerk plays a pivotal role in the City's capacity to advance *The Way Ahead* by supporting excellence in the City's operational environment as part of the Conditions of Success. This is accomplished with an engaged team of employees who embrace continuous improvement opportunities, and draw from a collective wisdom based on sound legislative processes, experience and dedication to customer service.

The next three years call for modernization efforts to our core business operations and a progressive orientation to building capacity, enabling success, all underpinned by a fiscally prudent approach. We are focused on enhanced service delivery through ongoing assessment and improvement of operations to serve our client group (Council, citizens and Administration). Initiatives include investment in meaningful learning experiences for citizens, building organizational capacity for employees to be more informed on governance processes, optimizing technology to modernize business models that drive efficiency and effectiveness, continued legislative compliance, and records management practices that include a paper-reduction strategy which are essential to City operations.

Our core services and their delivery strategically align with corporate objectives, which include:

- Supporting 60 civic agencies, boards and commissions
- Providing legislative advice and secretariat to Council and Committee meetings and three civic tribunals
- Providing governance support to elected officials and procedural advice to administration
- Conducting a general municipal election every four years and a civic census every two years
- Supporting corporate records management systems
- Maintaining and protect the official corporate record of the municipality
- Facilitating access to information and protection of privacy
- Providing administrative support and financial services to elected officials



*Public Hearing by Jennie Vegt Office of the City Clerk Leadership Principles Word Cloud*

# Branch - Office of the City Clerk

---

## Positive Change - Innovation & Continuous Improvement

The Office of the City Clerk is committed to facilitating, cultivating and implementing innovative programs, initiatives, technologies and business models towards:

- improving the efficiency and sustainability of municipal operations; and
- adapting to the changing demographics and expectations of a growing population through increased productivity, innovation and continuous improvement.

Planned initiatives in 2016 - 2018 include:

**Paperless Council Agenda** (2015-2017): Reduce Corporate reliance on paper in governance processes through effective modernization and optimization of technology and processes. Eliminate/reduce printing and delivery of paperless agenda and improve ease of use for stakeholders. Enable additional review time for Councillors, with increased ease of access to reports and ease of distribution of late reports.

**Online Civic Census** (2015-2018): Advance a paperless census for the 2016 census through the use of tablet devices for door-to-door census collection, together with an online option (introduced in 2014) for citizens to enter their own census data. For the 2018 census, increase promotion of the online component with the intent of phasing out door-to-door collection in the future. Estimates are based on at least 35% online completion in 2016 (\$2/household completed) and for 2018 estimates are based on at least a 40% online completion.

**Setting the Record Straight** (2015-2018): Continue the corporate-wide annual records awareness and cleanup campaign, which modernizes records management activities, resulting in reduced corporate risk and demands for records storage.

**Tribunals Technology** (2015-2016): Launch the online training and citizen self-assessment appeal tools for Tribunals. Optimize meeting room technology to provide interactive paperless agendas and materials.

**E-Recruitment for Boards and Committees** (2015-2016): Transition from a paper-based system to an electronic application system, providing electronic copies to Council, and automatic generation of documents. Enhance efficiency over time to result in further staffing efficiencies, to be allocated to other priorities

**City Hall Interface** (2015-2017): Use existing educational materials to expand and modernize governance training opportunities for citizens and staff. Opportunities for training include online modules and tools, interactive classrooms and off-site locations.

## Branch - Office of the City Clerk

### Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$1,860	\$735	\$733	\$733	\$2,333	\$733
Grants	80	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$1,940</b>	<b>\$735</b>	<b>\$733</b>	<b>\$733</b>	<b>\$2,333</b>	<b>\$733</b>
<b>Expenditure &amp; Transfers</b>						
Elections and Census	4,408	2,617	2,117	2,833	4,693	2,879
Governance, Tribunals, Corporate Records and Administration	8,052	7,969	8,826	8,800	8,960	9,134
<b>Total Expenditure &amp; Transfers</b>	<b>\$12,460</b>	<b>\$10,586</b>	<b>\$10,943</b>	<b>\$11,633</b>	<b>\$13,653</b>	<b>\$12,013</b>
<b>Net Operating Requirement</b>	<b>\$10,520</b>	<b>\$9,851</b>	<b>\$10,210</b>	<b>\$10,900</b>	<b>\$11,320</b>	<b>\$11,280</b>
<b>Full-time Equivalents</b>	89.1	70.1	68.1	68.1	68.1	68.1

## Branch - Office of the City Clerk

### Approved 2016-2018 Budget - Branch Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$1,860	\$735	\$733	\$733	\$2,333	\$733
Grants	80	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$1,940</b>	<b>\$735</b>	<b>\$733</b>	<b>\$733</b>	<b>\$2,333</b>	<b>\$733</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	7,496	6,399	6,960	7,085	8,380	7,484
Materials, Goods, and Supplies	568	382	501	596	581	573
External Services	2,744	2,476	1,970	2,620	3,358	2,620
Fleet Services	13	15	14	16	16	16
Intra-municipal Charges	700	447	222	210	213	215
Utilities & Other Charges	939	867	1,276	1,106	1,105	1,105
Subtotal	12,460	10,586	10,943	11,633	13,653	12,013
Intra-municipal Recoveries	-	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>\$12,460</b>	<b>\$10,586</b>	<b>\$10,943</b>	<b>\$11,633</b>	<b>\$13,653</b>	<b>\$12,013</b>
<b>Net Operating Requirement</b>	<b>\$10,520</b>	<b>\$9,851</b>	<b>\$10,210</b>	<b>\$10,900</b>	<b>\$11,320</b>	<b>\$11,280</b>
<b>Full-time Equivalents</b>	89.1	70.1	68.1	68.1	68.1	68.1

# Branch - Office of the City Clerk

---

## Budget Changes for 2016-2018

(\$000)

### Revenue & Transfers - Changes

2017 reflects a one-time increase of \$1,600 for the 2017 Municipal Election.

### Expenditures & Transfers - Changes

#### Personnel

There is a 2016-2018 increase of \$25, \$194, and \$205 respectively to account for approved cost of living adjustments, movement towards job rate, and benefit changes. 2016 also reflects a service package to reinstate funding of \$100 for Election and Census. 2017 reflects a one-time increase of \$1,100 for staff funding for the 2017 Municipal Election

#### Materials, Goods, and Supplies

Reductions of \$28 over 2016-2018 are attributable to contributions towards the Innovation and Continuous Improvement Program. There is an increase of \$30 in 2016 related to software fees for the Paperless Agenda Initiative. 2016 also reflects a service package to reinstate funding of \$70 for Election and Census.

#### External Services

There is an increase of \$150 in 2016 for ongoing expenditures relating to the Annual Corporate Records Clean-up Program and video and training materials. 2016 also reflects a service package to reinstate funding of \$500 for Election and Census.

#### Intra-municipal Charges

There are 2016-2018 adjustments to special duty policing (Edmonton Salutes) and custodial charges to align budgets with actual expenditure trends and commitments.

#### Utilities & Other Charges

Reductions of \$199 in 2016 are related to decreases to the Capital Region Board membership and the TransCanada Yellowhead Highway membership. 2016 also reflects a service package to reinstate funding of \$30 for Election and Census.

### Full-Time Equivalents - Changes

No changes to Full Time Equivalents.

# Branch - Office of the City Clerk

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Elections and Census

#### Results to be Achieved

To conduct the 2016 and 2018 civic census; to conduct the 2017 municipal election; to conduct a Ward Boundary correction in 2016; to conduct a Ward Boundary review following the 2017 municipal election; and to validate legal petitions made to the City. The goal of the program is to remove barriers for eligible voters, ensure that all residents of the city are located and counted, and that petition requirements are in compliance.

#### Cost Drivers

- Population growth in the city, resulting in increased costs to maintain service levels
- Adoption of online technologies resulting in more efficient and accurate data collection and potential reduction of census operation costs by 2018

#### Policy and/or Legislation

*Municipal Government Act; Local Authorities Election Act; Freedom of Information and Protection of Privacy Act; Alberta Regulation 92/2001; Election Bylaw 16311; Municipal Census Policy C520B; Ward Boundary Design C469A*

Resources	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015	Budget	Budget	Budget
Revenue & Transfers	\$1,501	\$213	\$213	\$213	\$1,813	\$213
Expenditures & Transfers	4,408	2,617	2,117	2,833	4,693	2,879
Subtotal	2,907	2,404	1,904	2,620	2,880	2,666
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$2,907	\$2,404	\$1,904	\$2,620	\$2,880	\$2,666
Full-Time Equivalents	26.0	9.0	9.0	9.0	9.0	9.0

#### 2015 Services

Results being achieved in 2015:

- 2016 Paperless Census project preparations including development of questions, business requirements, and purchase of tablets.
- 2017 Municipal Election preparations including Ward Boundary Correction and commencing engagement strategy for understanding voters needs with identified groups.
- Conduct the 2015 Edmonton Public School Board By-Election - 28 September 2015.
- Federal Election - By-Election readiness: If a City Councillor is elected, the City would be required to hold a by-election in 2016.

#### Changes in Services for 2016 - 2018

- 2016 Ward Boundary Correction review
- 2016 paperless census - use of tablet devices for door-to-door census collection, together with the online option (introduced in 2014) for citizens to enter their own census data. Savings to be reallocated in 2016 for technology requirements.
- 2017 General Municipal Election
- 2018 Ward Boundary Review
- For the 2018 census, increased promotion of the online component will be increased with the intent of phasing out of door-to-door collection in the future.

# Branch - Office of the City Clerk

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Governance, Tribunals, Corporate Records and Administration

#### Results to be Achieved

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

#### Cost Drivers

- # of Councillors, committees, agencies/boards, tribunal meetings, agendas, reports, speakers, Board recruitment, records, bylaws, contracts, requests for information
- Increase in large-volume high profile FOIP requests
- Adoption of online technologies
- Changes in economic conditions in the City (drives development and land assessments)

#### Policy and/or Legislation

*Municipal Government Act; Freedom of Information and Protection of Privacy Act; Procedures and Committees Bylaw 12300 and various other City Bylaws and Policies*

Resources	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015	Budget	Budget	Budget
			Budget			
Revenue & Transfers	\$439	\$522	\$520	\$520	\$520	\$520
Expenditures & Transfers	8,052	7,969	8,826	8,800	8,960	9,134
Subtotal	7,613	7,447	8,306	8,280	8,440	8,614
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$7,613	\$7,447	\$8,306	\$8,280	\$8,440	\$8,614
Full-Time Equivalents	63.1	61.1	59.1	59.1	59.1	59.1

#### 2015 Services

- Governance: Council and Committee support including development of business requirements and user testing towards full implementation of the Paperless Council Agenda in 2016; continued public outreach and education sessions.
- Corporate Records: operation of the Corporate Records Centre and the provision of advice on standards and processes associated with corporate records; provision of materials and training to facilitate the completion of the paper record cleanup in downtown and satellite city facilities (Setting the Record Straight initiative).
- Tribunals: quasi-judicial administrative support to the Tribunals; development of change management and business requirements to integrate the paperless initiative into the SDAB hearing process and greater access to documents for the public and Board Members.
- FOIP and Information Services: development of introductory online course, response to FOIP, bylaw and information requests, management of corporate privacy breaches.

#### Changes in Services for 2016 - 2018

- Increase public understanding of City Hall and Tribunals through enhanced interactive processes
- New Council Orientation including paperless agenda
- New Corporate Records taxonomy and file structure implementation in Google



# Branch - Office of the City Clerk

## Program - Elections and Census Title - Election & Census

Growth on Existing Service  
Funded  
On-going

### Results to be Achieved

A biennial municipal census is scheduled for 2016 and 2018. The census is the official count of population living in dwelling units in the City of Edmonton, conducted every two years pursuant to Council Policy C520B. Current, reliable census data is an essential tool to the City, its partners, business and community organizations. Census data enables stakeholders to anticipate and adapt to change. Basing decisions on constantly updated demographics results in more appropriate, proactive use of revenue and resources, and expeditious per-capita grants. The municipal census results are available by September of the census year. The Federal Census is occurring in May 2016. Basic demographic results would be available spring 2017. The balance of the results are released after the basic demographic over the two years following the Federal census.

The Local Authorities Election Act requires a general election be held in October 2017. This democratic process enables city electors to choose the Mayor, Councillors and Trustees for the next four-year term.

This package will reinstate funding for the Elections and Census Program. This level of funding will finance the 2016 Census, 2017 Election, and 2018 Census. Alternatively, Council may wish to not complete the 2016 Census, and to defer funding to the Elections and Census Program until 2017, which will provide adequate funding for the 2017 Election and 2018 Census

### Description

Conducting a municipal census is an essential opportunity to obtain current census information. Census data is obtained through the door to door canvassing of neighbourhoods. Additionally, there is an option to complete the census online. Businesses and community organizations use the census data for marketing and planning purposes.

The 2017 General Election is planned and implemented in accordance with provincial and municipal legislation. Citizens must be made aware of all nominations, voting opportunities and where to vote on election day. The election results must be timely and accurate.

### Justification

In 2013, \$500,000 was removed from the Elections and Census Program budget as a cost saving. This cost saving satisfied the required reduction for the year without negatively impacting departmental FTEs. The 2014 Census was conducted pursuant to Council Policy, recognizing the reduction package, resulting in a deficit budget. This reinstates full funding for the Elections and Census Program recognizing the cost of the program's activities, with the addition of annualized increases.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$700	-	700	-	\$1,838	1,600	238	-	(\$1,838)	(1,600)	(238)	-
Total	\$700	-	700	-	\$1,838	1,600	238	-	(\$1,838)	(1,600)	(238)	-

# Department — Financial Services and Utilities

## Introduction

Financial Services and Utilities Department (“The Department”) has accountability for services Edmontonians expect and rely on as citizens of one of Canada’s five largest cities. The Department takes a leadership role in providing sustainable waste and drainage solutions, corporate strategic planning, financial analytics, economic analysis and budget planning support to the City.

### Department Work Highlights:

- Initiated a public engagement campaign in 2015 to inform /seek feedback from Edmontonians about City services from a cost/value-per-day perspective, and the City’s transition to a multi-year budget process. This engagement has generated over 3,500 face-to-face interactions to-date.
- Facilitated and managed the delivery of The Way Ahead Implementation plan and The Way Ahead Progress Report for 2014.
- Improved assessment efficiency, meeting industry benchmark of 2,500 parcels per assessor per year through business process improvement and technology enhancement.
- Outperformed expectations on the Ed Tel Endowment Fund; the fund is in a position to pay a special dividend of approximately \$8 million in 2016. This special dividend is in addition to the regular dividend of approximately \$32 million to be paid from the fund in 2016. This is due to the fund exceeding its policy benchmark over the past three years.
- Started proactive drainage planning through programs such as Flood Mitigation and Sewer Asset Renewal. The Department has kept its commitment to Edmontonians to manage and maintain vital public services through sustainable infrastructure planning and maintenance.
- Realized internal service improvements through the transformation of financial services to enhance: business analytics, business partner support and

resource utilization.

- Expected cost saving and increased efficiency at Waste Management Services through specialized internally-resourced equipment maintenance, ownership of vehicle end-of life-cycle management and internal management of the biosolids program.

The Department will support the Corporate Innovation Program by fostering a culture that enables employees to optimize performance and reach new levels of innovation. A team of advisors will provide training, coaching and mentoring to all departments, including a variety of tools, techniques and methodologies. For 2016, the Department achieved \$385,000 in savings for City Council to re-allocate towards Edmonton’s growing needs. An on-going review of Financial Services and Utilities programs is expected to harvest additional savings for 2017 and 2018. For 2016-2018, the Department will focus on long-term financial sustainability innovation and continuous improvement of service delivery; and internal/external engagement and communications. By 2018, the Department expects the following key areas to improve: stakeholder and business partner service delivery standards; internal analytics; employee culture and engagement; internal communications, and public engagement. The Department performance will be reported through its 2016-2018 Business Plans ([edmonton.ca/BusinessPlans](http://edmonton.ca/BusinessPlans)).

The City utilities are fully funded through utility rates and program revenues and the utility budgets are presented separate from the City operating budget.

Budget numbers for prior years have been restated for Corporate Strategic Planning, Financial Strategies and Budget, and Financial Services branches due to the creation of a Financial Strategies and Budget branch.

*\*Proposed budgets for these branches are presented in the 2016-2018 Utilities Budget binder*

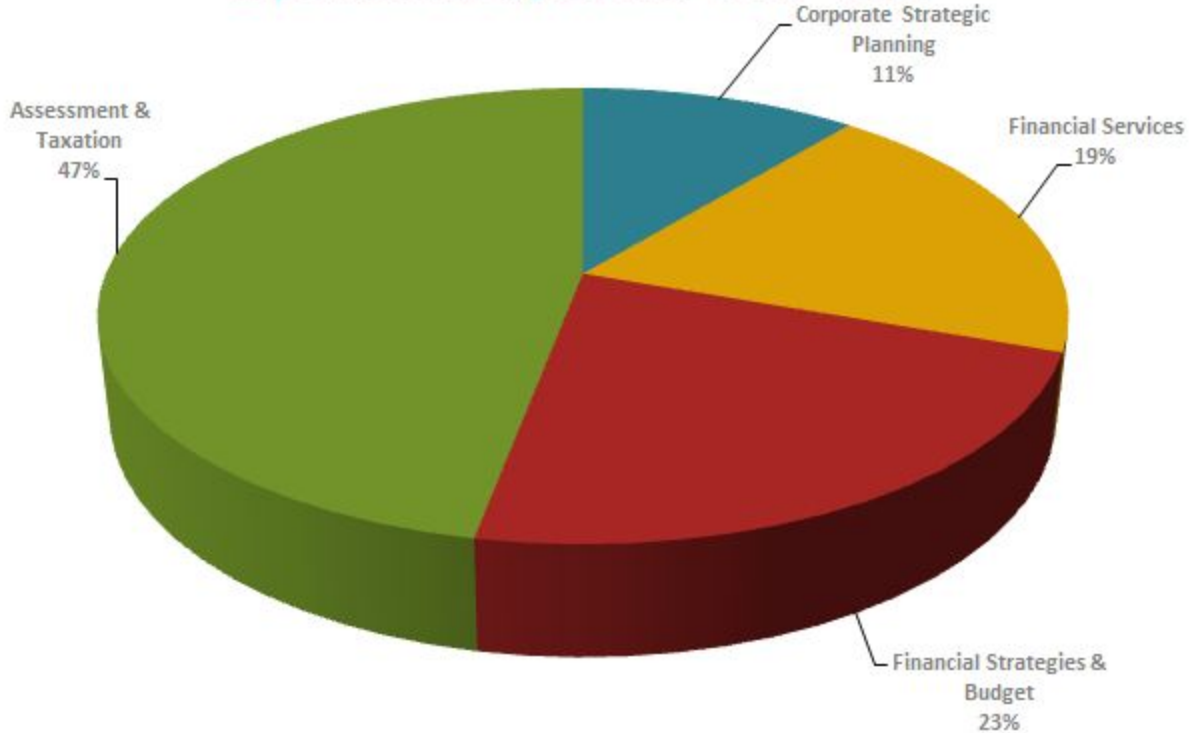
BRANCHES AND PROGRAMS					
Assessment and Taxation	Corporate Strategic Planning	Financial Strategies and Budget	Financial Services	Drainage Services*	Waste Management Services*
Assessment Taxation	Infrastructure and Funding Strategies Business Process Improvement Corporate Strategic Services	Budget Planning and Development Financial Strategy Business Financial Analytics	Corporate Accounting and Reporting Investment Management Treasury Management	Drainage Planning Strategic Services Drainage Operations Design and Construction	Collection Services Processing and Disposal

## Department — Financial Services and Utilities

### 2016-2018 Budget – Department Summary by Branch

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Assessment & Taxation	-	-	-	-	-	-
Corporate Strategic Planning	-	-	-	-	-	-
Financial Services	1,313	1,384	1,332	1,282	1,488	1,295
Financial Strategies & Budget	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$1,313</b>	<b>\$1,384</b>	<b>\$1,332</b>	<b>\$1,282</b>	<b>\$1,488</b>	<b>\$1,295</b>
<b>Expenditure &amp; Transfers</b>						
Assessment & Taxation	19,666	20,000	22,016	21,787	22,466	23,106
Corporate Strategic Planning	3,633	4,072	4,637	5,252	5,613	5,557
Financial Services	6,628	6,480	9,589	8,535	8,673	8,957
Financial Strategies & Budget	9,100	8,984	10,160	10,661	10,960	11,261
<b>Total Expenditure &amp; Transfers</b>	<b>\$39,027</b>	<b>\$39,536</b>	<b>\$46,402</b>	<b>\$46,235</b>	<b>\$47,712</b>	<b>\$48,881</b>
<b>Net Operating Requirement</b>	<b>\$37,714</b>	<b>\$38,152</b>	<b>\$45,070</b>	<b>\$44,953</b>	<b>\$46,224</b>	<b>\$47,586</b>

### Expenditures by Branch 2016 - 2018



## Department — Financial Services and Utilities

### 2016-2018 Budget - Department Summary By Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	1,313	1,384	1,332	1,282	1,488	1,295
<b>Total Revenue &amp; Transfers</b>	<b>\$1,313</b>	<b>\$1,384</b>	<b>\$1,332</b>	<b>\$1,282</b>	<b>\$1,488</b>	<b>\$1,295</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	41,546	42,440	46,275	47,135	48,555	50,026
Materials, Goods & Supplies	1,598	2,001	1,539	1,635	1,631	1,616
External Services	3,997	3,825	5,948	3,818	4,163	4,081
Intra-municipal Services	1,649	2,542	1,427	2,487	2,402	2,402
Utilities & Other Charges	894	1,008	1,075	1,045	1,052	1,058
Subtotal	49,684	51,816	56,264	56,120	57,803	59,183
Intra-Municipal Recoveries	(10,657)	(12,280)	(9,862)	(9,885)	(10,091)	(10,302)
<b>Total Expenditure &amp; Transfers</b>	<b>\$39,027</b>	<b>\$39,536</b>	<b>\$46,402</b>	<b>\$46,235</b>	<b>\$47,712</b>	<b>\$48,881</b>
<b>Net Operating Requirement</b>	<b>\$37,714</b>	<b>\$38,152</b>	<b>\$45,070</b>	<b>\$44,953</b>	<b>\$46,224</b>	<b>\$47,586</b>
<b>Full-time Equivalents</b>	465.5	457.5	457.5	457.5	457.5	457.5

Budget details are provided at the Branch level

Page intentionally left blank

# Branch - Assessment & Taxation

---

## Introduction

Assessment and Taxation Branch ensures the fair and transparent application of provincially legislated assessment and taxation functions critical to meeting the approved revenue requirements to fund City programs, services and the provincial education requisition. In 2015, the branch was responsible for collecting over \$1.3B in revenue for the City of Edmonton and in excess of \$400M for provincial education.

Assessment and Taxation prepares annual market value assessments for property, including amended and supplementary assessments, and defends assessment complaints/appeals. It is responsible for taxation billing and the collection of municipal and provincial education taxes, including administration of the monthly payment program.

Overall, Alberta's system is touted as a world leader in its approach to assessment. With that said, the Assessment and Taxation Branch values a continuous improvement model and is identifying areas of further legislative improvement.

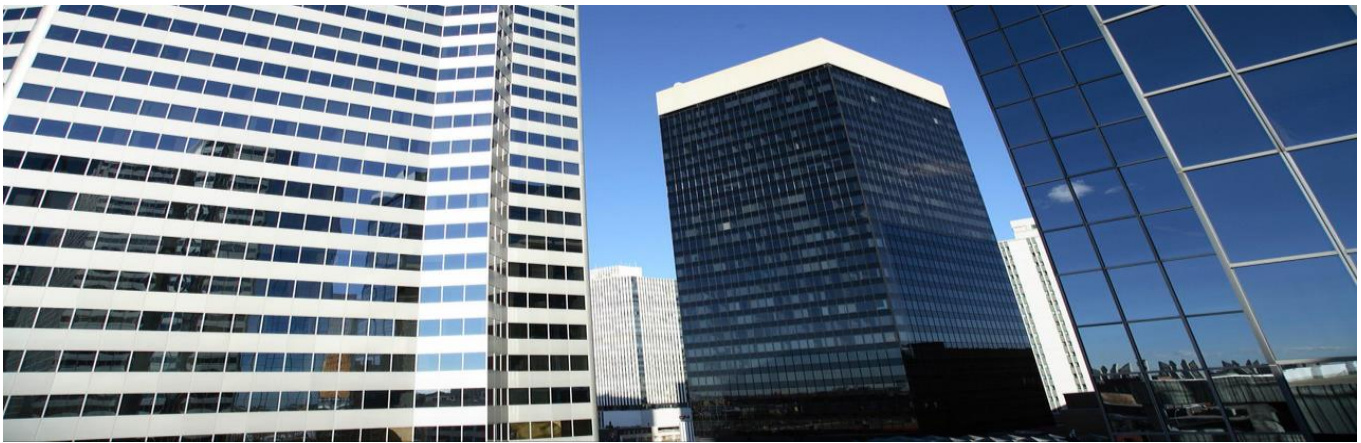
The Branch continues to work with the Province to update legislation through the Municipal Government Act Review and the Big City Charter. Branch recommendations aim to improve the overall efficiency of branch operations while also introducing legislative clarity, which will reduce future financial risk to the City.

The Branch is also working on a variety of internal improvements to both its culture and efficiency. Engagement and Diversity surveys show staff to be increasingly engaged as management encourages a higher level of autonomy over their work. Some of this work includes incorporating emergent technologies, such as aerial photography, to help assessors do their work more efficiently and provide superior customer service. From a continuous innovation perspective, images from aerial photography are increasingly being integrated into the City's other software systems, aiding not only Assessment and Taxation but other branches as well.

The introduction of a new provincial government presents opportunities and challenges as Ministers are brought up to speed with many of the intergovernmental initiatives already underway. Administration will continue to work with all parties to improve the fairness, transparency, efficiency and stability of the assessment and taxation system in Alberta.

### 2015 Highlights:

- Working with the Province on legislative reform
- Developing branch culture and encouraging greater autonomy
- Integrating aerial photography mapping software to find greater efficiencies



## Branch - Assessment & Taxation

---

### Possible future challenges for the branch:

- **Legislative Reform:** The Assessment and Taxation Branch is actively involved in legislative reform being put forward through both the Municipal Government Act Review and the Big City Charter. These projects promise to alter the landscape in which the branch operates. The branch is fully engaged in all aspects of the process and has suggested a number of changes that will improve branch efficiency and overall municipal flexibility in the matters of tax policy. It should be noted that the branch's budget and planned efficiencies were based on legislative reform occurring within the next year or two. New provincial timelines suggest the beneficial effects may take longer to implement, which could have an impact on future budget numbers.
- **Impact of Economy:** Other cautions should be acknowledged as the economy encounters a slow-down. A decline in the economy typically results in a declining real estate market. This typically results in an increased number of complaints filed against property assessments. The increased number of complaints can have an impact on staff time and resources, which may divert from research and implementation of future efficiency innovations. Additional complaints also increase the City's financial risk with the potential for greater court losses.
- **Branch Efficiency:** The branch is forecasting an increase of approximately 10,000 parcels per year for the City of Edmonton. In taking advantage of a variety of efficiency measures, the branch aims to maintain current staffing levels for both assessment and taxation staff in the face of increasing parcel growth. This will drive the City's parcel count per employee up by several hundred over the next three years. The branch projects no resource increases required to account for additional growth. The push for increased efficiency in the face of growth pressures has been a branch priority for many years. To illustrate this point, it is worth noting that Assessment and Taxation had more staff in 2010 than it does today.

### Positive Change - Innovation & Continuous Improvement

The Branch continues to work towards branch improvements, which includes:

- The recent Council approval of a 5-year aerial photography contract. This is expected to result in significant branch efficiencies as more property inspections can be completed at the assessor's desk. This will enable more targeted on-site inspections on a go-forward basis.
- Upgrades to City Assessment and Tax Software, TACS, are underway with a three-year strategy to introduce process improvements.
- Future innovation stems from the Corporate Engagement and Diversity survey results. In response to these survey results, the branch has created working-level committees to enhance branch culture, improve customer service and develop training programs.
- The branch is also updating its strategic plan to help align corporate and branch direction with a variety of performance measures.



## Branch - Assessment & Taxation

### 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Expenditure &amp; Transfers</b>						
Assessment	17,376	17,706	19,444	19,199	19,776	20,305
Taxation	2,290	2,294	2,572	2,588	2,690	2,801
<b>Total Expenditure &amp; Transfers</b>	<b>\$19,666</b>	<b>\$20,000</b>	<b>\$22,016</b>	<b>\$21,787</b>	<b>\$22,466</b>	<b>\$23,106</b>
<b>Net Operating Requirement</b>	<b>\$19,666</b>	<b>\$20,000</b>	<b>\$22,016</b>	<b>\$21,787</b>	<b>\$22,466</b>	<b>\$23,106</b>
<b>Full-time Equivalents</b>	189.2	189.2	189.2	189.2	189.2	189.2



## Branch - Assessment & Taxation

### 2016-2018 Budget - Branch Summary By Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Expenditure &amp; Transfers</b>						
Personnel	16,011	16,253	17,673	17,499	18,090	18,730
Materials, Goods & Supplies	883	871	620	646	639	639
External Services	1,274	1,362	2,191	1,240	1,420	1,420
Intra-municipal Services	1,133	1,120	1,097	1,999	1,914	1,914
Utilities & Other Charges	365	394	435	403	403	403
Subtotal	19,666	20,000	22,016	21,787	22,466	23,106
Intra-Municipal Recoveries						
<b>Total Expenditure &amp; Transfers</b>	19,666	20,000	22,016	21,787	22,466	23,106
<b>Net Operating Requirement</b>	<b>\$19,666</b>	<b>\$20,000</b>	<b>\$22,016</b>	<b>\$21,787</b>	<b>\$22,466</b>	<b>\$23,106</b>
<b>Full-time Equivalents</b>	189.2	189.2	189.2	189.2	189.2	189.2

### Budget Changes for 2016-2018

(\$000)

#### Expenditures & Transfers - Changes

##### Personnel

The increase in personnel of \$606 for cost of living increase and movement towards job rate is offset by the salary and benefit discount of \$780. Increases in 2017 of \$591 and \$640 in 2018 reflects movement towards job rate and cost of living increase settlements in union agreements.

##### Materials, Goods, and Supplies

Minor change of \$26 reallocated from savings in utilities and other charges.

##### External Services

The budget decrease in 2016 of \$951 is due to a reallocation to intra-municipal charges of \$771 to fund the Tax, Assessment and Collection System (TACS) program ongoing maintenance and a \$180 one-year funding reallocation to Financial Services to fund work on the Ways Plans. The \$180 is returned to Assessment and Taxation in 2017.

##### Intra-municipal Services

The 2016 budget increase of \$902 is a combination of three factors: it reflects a \$771 increase for internal maintenance of the TACS program, a \$85 short-term internal communications support position and a \$46 increase for staff support,. The final factor is off-set by personnel cost reductions. The internal communication support position is expected to complete its work by 2017.

##### Utilities & Other Charges

Minor change in budget reallocated to materials, goods & supplies.

# Branch - Assessment & Taxation

## 2016 - 2018 Budget - Program Summary

### Program Name - Assessment

#### Results to be Achieved

Support the City's financial sustainability by effectively preparing and communicating annual market value assessments to property owners, defending market value assessments and reporting assessment information to the Province.

#### Cost Drivers

- Costs are driven by the volume of property accounts, development permits, complaints/appeals at the Assessment Review Board and legislated reporting requirements. At present, total accounts sit at over 360,000 with 2,323 filed complaints. Total complaints represent ~\$19B in contested assessment, which equates to 37% of the taxable non-residential assessment base and less than 3% of the taxable residential assessment base.

#### Policy and/or Legislation

Assessment is regulated by Part 9 of the Municipal Government Act (MGA) and associated regulations.

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	17,376	17,706	19,444	19,199	19,776	20,305
Subtotal	17,376	17,706	19,444	19,199	19,776	20,305
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$ 17,376	\$ 17,706	\$ 19,444	\$ 19,199	\$ 19,776	\$ 20,305
Full-Time Equivalents	153.2	153.2	154.2	154.2	154.2	154.2

#### 2015 Services

- Prepare and issue fair, accurate and timely annual, amended and supplementary assessment notices
- Resolve valuation issues in advance of, or during the assessment review period to reduce Assessment Review Board complaints
- Defend assessment complaints at the Assessment Review Board and appeals through the provincial court system
- Regularly report assessment information to the Province for audit, equalization, education requisition and other purposes
- Ensure valuations meet or exceed provincially legislated standards
- Respond to inquiries related to assessment in a timely manner
- Prepare assessments for businesses within Business Revitalization Zones

#### Changes in Services for 2016 - 2018

- No planned changes for 2016

# Branch - Assessment & Taxation

## 2016 - 2018 Budget - Program Summary

### Program Name - Taxation

#### Results to be Achieved

Ensure City meets budget targets through accurate and timely billing and collection of property taxes, local improvements and other charges. Maintain accurate and timely updates to ownership records and property information. Administer the monthly payment program. Collect tax arrears according to the provisions of the Municipal Government Act.

#### Cost Drivers

- Costs are driven by the volume of accounts and inquiries. Given over 360,000 accounts, the branch projects to receive more than 80,000 inquiries this year.

#### Policy and/or Legislation

Taxation is regulated by Part 10 of the Municipal Government Act (MGA) and associated regulations.

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	2,290	2,294	2,572	2,588	2,690	2,801
Subtotal	2,290	2,294	2,572	2,588	2,690	2,801
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$ 2,290	\$2,294	\$ 2,572	\$ 2,588	\$ 2,690	\$ 2,801
Full-Time Equivalents	36.0	36.0	35.0	35.0	35.0	35.0

#### 2015 Services

- Prepare and issue accurate and timely annual, amended and supplementary tax notices
- Manage the collection of property, Business Revitalization Zones taxes, grants in lieu, local improvements and charges transferred from other departments according to legislative provisions
- Administer the monthly payment program and other Council approved programs
- Administer the billing and payment of taxes by mortgage companies
- Calculate the property tax rates, prepare bylaws for tax rates, penalties and interest, and fees for service.
- Administer the tax sale for The City of Edmonton
- Enforce collection of past due taxes according to legislative provisions
- Provide accurate and timely responses to inquiries related to taxation
- Assist in the preparation of the City's Long Range Financial Plan

#### Changes in Services for 2016 - 2018

- No planned changes for 2016.

# Corporate Strategic Planning

---

## Introduction

Corporate Strategic Planning provides leadership to all departments on strategic planning. This includes expert advice and coaching on infrastructure management, business planning, innovation and continuous improvement, enterprise risk management and performance measurement. The Branch supports the City with timely, accurate information and tools that aid Council and City Administration in evidence-based decision-making that ensures the City's sound, sustainable stewardship of public resources.

More specifically, Corporate Strategic Planning provides leadership by integrating the City's strategic planning process with an emphasis on achieving Council's Strategic Plan, *The Way Ahead*. This work includes reporting progress towards the corporate outcome measures and maintaining strategic risk registers.

The branch also plays a lead role in the evolution and continued implementation of the City infrastructure strategy by the development and use of a variety of innovative infrastructure asset management tools. These tools ensure that programs to renew, upgrade and expand infrastructure assets are sustainable and support the city's plans and priorities. Incorporating an integrated and strategic approach, the branch assists Council in optimizing investment in infrastructure and aids Council in capital planning for a long-term view of Edmonton's infrastructure needs. This branch leads the development of the ten-year Capital Investment Agenda, which identifies the City's longer term capital projected requirements, and the four-year Capital Budget for Council approval.

The Corporate Innovation Program is committed to building a culture that enables employees to optimize performance and reach new levels of innovation. Our team of innovation advisors provide training, coaching and mentoring to all departments, including a variety of tools, techniques and methodologies.

### 2016-2018 Highlights:

- Update the Capital Investment Agenda and prepare the 2019-2022 Capital Budget
- Manage new grant programs and agreements such as the Valley Line and Public Transit Fund
- Report on the business plan measures through a corporate performance measure register
- Lead the strategic planning process in consultation with branches and the public to renew *The Way Ahead* for 2019-2028
- Develop a Council Policy for Strategic Enterprise Risk Management
- Assess and enhance Citizen Dashboard to better meet citizen needs and priorities.
- Formalize the City's improvement and innovation capabilities by rolling out tools and processes that enable employee skill, capability and behaviour development
- Report corporate continuous improvement and innovation results to Council, citizens and employees in order to demonstrate that City operations are effective, efficient and innovative
- Build an 'SAP Centre of Excellence' and a community of distributed SAP super users in order to maximize the benefits from the system

Corporate Strategic Planning stays current with various emerging issues that the Branch may face. Examples of potential emerging issues include:

- **Demands for service:** Demand for the branch's services is expected to increase as corporate maturity increases in business planning, performance measurement, continuous improvement and innovation, risk management and capital planning. As this occurs, new approaches and supports will need to be identified and put in place so the branch can continue to meet expectations.
- **Overall Economy:** Fluctuations in the national and provincial economies could produce negative effects on capital funding sources (investment earnings, funding from other orders of government). This could result in a revisiting of the capital budget to mitigate risks. Conversely, should infrastructure investment become a major platform for maintaining economic momentum, the introduction of new federal or provincial funding programs could result in additional work to leverage more funding for capital programs.

# Corporate Strategic Planning

---

- **Changing outcomes:** Strategic outcomes may vary from what the branch is currently planning as corporate maturity increases in strategic planning, continuous improvement and innovation systems and practices. The branch will need to be aware of these changes and help the corporation adapt.
- **Creation of a City Charter:** Creation of a city charter may result in new funding streams for the city and consequently result in additional funding alternatives for capital initiatives. Additional work to update the budget may be required. There could also be effects on grant management responsibilities.
- **Trends and technologies:** The public has increasing expectations regarding access to information. The City and the branch will have to keep up-to-date with trends and technologies to meet this growing demand. In particular, demands for open data and communicating performance measures have been increasing.

As part of the 2015 budget deliberations, Council supported the development of a Corporate Innovation Program that builds a more formal culture of innovation at the City through training, coaching and mentoring. This program fosters innovation and promotes continuous improvement, and is being coordinated by the Business Process Management unit of this Branch.

## Positive Change - Innovation & Continuous Improvement

This section highlights the strategies Corporate Strategic Planning branch will undertake to build a great city. This includes:

- Fostering the development of a continuous improvement and innovation culture across the organization that enables our leaders and staff to address complex challenges and changes in the social, cultural, economic and natural environments.
- Ensuring managers and supervisors have the information and tools to demonstrate active and visible support for an innovation culture at all levels, and to ensure that change management considerations are part of this approach.
- Training, coaching and mentoring a decentralized network of continuous improvement, innovation and change management facilitators across the organization who will be responsible for driving innovation projects in their areas.
- Promoting recognition systems that will ensure great ideas are noticed, in order to reward individuals and teams and to build excitement for our innovation accomplishments.
- Supporting and maintaining a distributed community of SAP super users who will utilize analytics to improve future system functionality by improving system usage and data accuracy; and improving insight and strategic direction from business owners.
- Evaluating the process and effectiveness of *The Way Ahead* and incorporating the results into the next update.



# Corporate Strategic Planning

## 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Expenditure &amp; Transfers</b>						
Business Process Management	1,300	1,311	1,386	1,828	1,820	1,804
Corporate Strategic Planning	1,236	1,906	2,014	1,870	2,099	2,233
Infrastructure & Funding Strategies	1,097	855	1,237	1,554	1,694	1,520
<b>Total Expenditure &amp; Transfers</b>	<b>\$3,633</b>	<b>\$4,072</b>	<b>\$4,637</b>	<b>\$5,252</b>	<b>\$5,613</b>	<b>\$5,557</b>
<b>Net Operating Requirement</b>	<b>\$3,633</b>	<b>\$4,072</b>	<b>\$4,637</b>	<b>\$5,252</b>	<b>\$5,613</b>	<b>\$5,557</b>
<b>Full-time Equivalents</b>	<b>30.0</b>	<b>31.0</b>	<b>31.0</b>	<b>31.0</b>	<b>31.0</b>	<b>31.0</b>



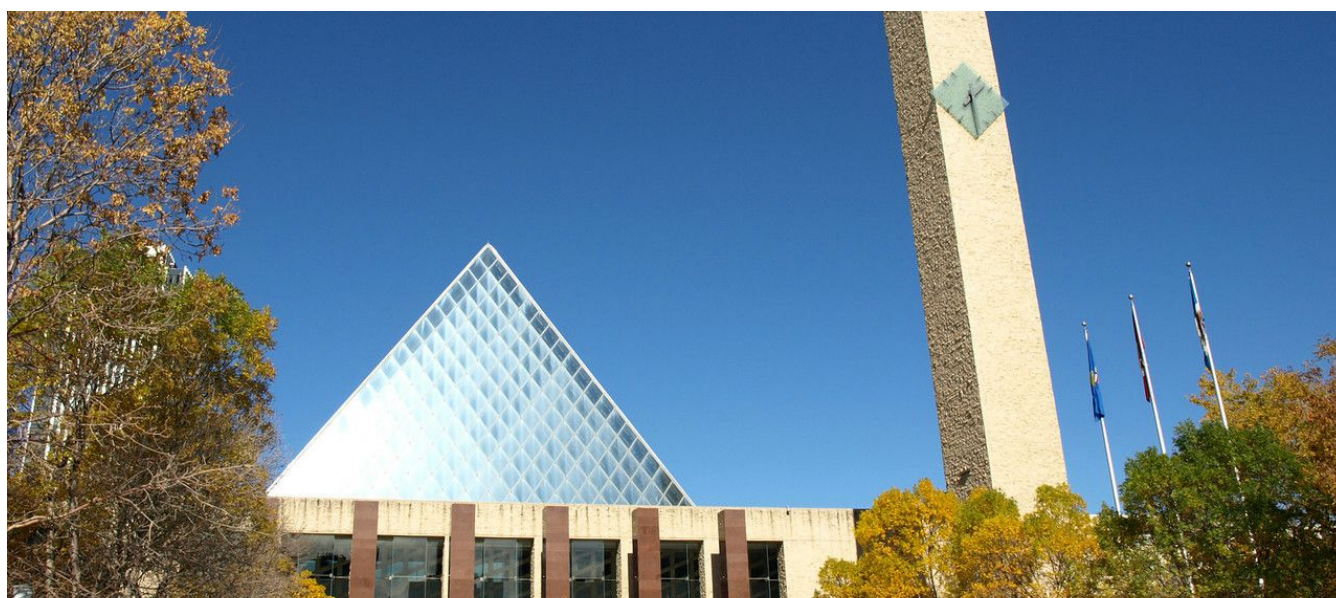


# Corporate Strategic Planning

## 2016-2018 Budget - Branch Summary By Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Expenditure &amp; Transfers</b>						
Personnel	3,436	3,944	4,109	4,250	4,306	4,345
Materials, Goods & Supplies	-	-	-	30	30	30
External Services	252	117	528	840	1,145	1,050
Intra-municipal Services	-	11	-	132	132	132
Subtotal	3,688	4,072	4,637	5,252	5,613	5,557
Intra-Municipal Recoveries	(55)					
<b>Total Expenditure &amp; Transfers</b>	<b>\$3,633</b>	<b>\$4,072</b>	<b>\$4,637</b>	<b>\$5,252</b>	<b>\$5,613</b>	<b>\$5,557</b>
<b>Net Operating Requirement</b>	<b>\$3,633</b>	<b>\$4,072</b>	<b>\$4,637</b>	<b>\$5,252</b>	<b>\$5,613</b>	<b>\$5,557</b>
<b>Full-time Equivalents</b>	30.0	31.0	31.0	31.0	31.0	31.0

Actual results have been restated for comparability to align with finance reorganization in 2015.



# Corporate Strategic Planning

---

## Budget Changes for 2016-2018 (\$000)

### Expenditures & Transfers - Changes

#### Personnel

In 2016, the increase in personnel of \$228 for cost of living increase and movement towards job rate is offset by the salary and benefit discount of \$87. Increases in 2017 of \$56 and \$39 in 2018 reflects movement towards job rate and cost of living increase for settlements in union agreements. Over the three-year business cycle, personnel needs will be managed within existing resources and there is no current request for additional FTEs.

#### Materials, Goods, and Supplies

Increase of \$30 is for ongoing maintenance requirements for the Risk-based Infrastructure Management System (RIMS).

#### External Services

The \$312 increase in 2016 was reallocated from other branches in the department to support the corporation in completing the following:

- \$312 to be added to the base 3-year consulting budget of \$528 to undertake the following corporate projects:
  - *The Way Ahead* renewal and any required supporting policies and strategies.
  - The City's Infrastructure Strategy Update. This was last approved by City Council in 2006 and has guided Edmonton's ground-breaking asset management practices. Going forward, work is required to update this strategy to prepare for the 2019-2028 Capital Investment Agenda and integrate policy discussed in the Infrastructure White Paper and Financial Sustainability Plan.
  - The continuous improvement and innovation program. This work is expected to result in future savings in other areas of the corporation as they begin to receive the benefits from the tools, techniques and services provided by this process.

In 2017, an additional \$305 will be added to the consulting budget to support the above three corporate priorities and will be reallocated from other branches within the Department to support the corporation. In 2018, as projects are completed, the consulting budget will reduce by \$95; resulting in an ongoing consulting budget of \$1,050 per year.

#### Intra-municipal Services

The increase is mainly due to collaboration with the Information Technology Branch to maintain Socrata software related to Open Data and the Citizen Dashboard.

# Corporate Strategic Planning

## 2016 - 2018 Budget - Program Summary

### Program Name - Business Process Management

#### Results to be Achieved

Business Process Management has two core functions: the Corporate Innovation Program that enables the City of Edmonton to continuously improve and innovate its services to citizens and the SAP Business Process Champion program that leverages a community of practice to maximize the benefits achieved through the use of SAP.

#### Cost Drivers

- Cost drivers for this function are primarily personnel, training, contracting and consulting.

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	1,300	1,311	1,386	1,828	1,820	1,804
Subtotal	1,300	1,311	1,386	1,828	1,820	1,804
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$1,300	\$1,311	\$1,386	\$1,828	\$1,820	\$1,804

Full-Time Equivalents	11.0	11.0	10.0	10.0	10.0	10.0
-----------------------	------	------	------	------	------	------

#### 2015 Services

- Completed Financial Services Transformation to realign resources in order to increase financial analytics expertise and improve accounting oversight and transactional consistency and efficiency.
- Completed continuous improvement process reviews: Drainage Lot Grading Inspection, Urban Forester's Client Invoicing, and Surplus Lands.
- Began development of a Corporate Innovation Program (see below).
- Began development of an SAP Business Process Champions Program (see below).

#### Changes in Services for 2016 - 2018

- Development continues for this continuous improvement and innovation function that formalizes the City's approach to improving efficiency and effectiveness. This is accomplished by creating the right conditions and tools to enable leaders and staff to identify innovative solutions which address complex challenges and foster a culture of innovation. This work requires allocated dedicated resources within the Branch for 2016 to 2018. The increase in resources has been accommodated through the reprioritization and reallocation of consulting budgets within the overall Department budget and are expected to be offset from innovation and continuous improvement savings throughout the corporation.
- Development continues on establishing a community of distributed SAP super users embedded in their respective business areas, connected through a community of practice called the 'SAP Centre of Excellence'. No tax levy increase is required to support this work.

# Corporate Strategic Planning

## 2016 - 2018 Budget - Program Summary

### Program Name - Corporate Strategic Services

#### Results to be Achieved

Coordinate and facilitate the implementation of the City's corporate planning, enterprise risk management and performance measurement framework and its policies, directives and processes.

#### Cost Drivers

- Cost drivers for this function are primarily personnel and consulting.

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	1,236	1,906	2,014	1,870	2,099	2,233
Subtotal	1,236	1,906	2,014	1,870	2,099	2,233
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$1,236	\$1,906	\$2,014	\$1,870	\$2,099	\$2,233
Full-Time Equivalents	11.0	11.0	12.0	12.0	12.0	12.0

#### 2015 Services

- Develop a Corporate Implementation Plan for *The Way Ahead*.
- Complete and maintain Performance Measurement Register for Corporate, Department and Branch Performance Measures.
- Annually create and present *The Way Ahead Progress Report* starting with 2014 results.
- Identify and maintain the top ten corporate strategic risks.
- Design and deliver Performance Measurement 101 course.
- Design and deliver Management 101 course: Linking City strategy to business operations.

#### Changes in Services for 2016 - 2018

- Lead the strategic planning process in consultation with branches and the public to renew *The Way Ahead* for 2019-2028. This work requires a redistribution of consulting budgets for 2016 to 2018. Funding was made available by prioritizing and reallocating funding from Assessment and Taxation and Financial Services Branches. Initially this results in a net decrease in the consulting budget for 2016 with subsequent increases in 2017 and 2018.
- Updating the Citizen Dashboard in collaboration with the IT Branch results in a \$120 transfer from the Information Technology Branch to the Corporate Strategic Planning Branch.
- Develop a Council Policy for Strategic Enterprise Risk Management.
- Report on the business plan measures through a corporate performance measure register (starting in 2016).

# Corporate Strategic Planning

## 2016 - 2018 Budget - Program Summary

### Program Name - Infrastructure and Funding Strategies

#### Results to be Achieved

Facilitate the delivery of the capital budget supported by sound asset management practices and effective grant administration by ensuring that programs to renew, upgrade and expand infrastructure assets are sustainable and support the City's plans and priorities.

#### Cost Drivers

- Cost drivers for this function are primarily personnel and consulting.

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	1,152	855	1,237	1,554	1,694	1,520
Subtotal	1,152	855	1,237	1,554	1,694	1,520
Intra-Municipal Recoveries	(55)	-	-	-	-	-
Net Operating Requirement	\$1,097	\$855	\$1,237	\$1,554	\$1,694	\$1,520
Full-Time Equivalents	8.0	9.0	9.0	9.0	9.0	9.0

#### 2015 Services

- Implement the approved 2015-2018 Capital Budget, including the Spring and Fall Supplemental Capital Budget Adjustments.
- Prepare and execute Contribution agreements and grant applications for a variety of capital projects.
- Update and modernize the City's Infrastructure Strategy in conjunction with the Fiscal Sustainability Plan.

#### Changes in Services for 2016 - 2018

- Budget increases mostly relate to consulting work on a number of initiatives, including an update to the Infrastructure Strategy, improvements and the maintenance of RIMS, and other work in preparation for the 2019-2022 capital budget. No tax levy increase is required to support this work.
- The management of new grant programs and agreements such as the Valley Line, Public Transit Fund, and expected continuation of Green Trip and Municipal Sustainability Initiative (MSI) is expected to increase resource requirements. This will be accommodated in the upcoming years through internal re-allocation of existing resources within Financial Services and Utilities.

# Branch - Financial Services

---

## Introduction

Financial Services Branch is responsible for corporate accounting and reporting, treasury management, and investment management.

In 2015, the branch began the implementation phase of its *Financial Services Transformation - Building on Excellence* (Finance Transformation). The branch's ability to provide high quality and relevant financial services is dependent on the successful implementation of this Finance Transformation.

Financial Services Branch continues to contribute to Edmonton's city-building vision. In August 2015, Standard and Poor's affirmed the City's AA+ credit rating, based primarily on exceptional liquidity and strong financial management. Furthermore, all of the City's investment funds outperformed their policy benchmarks during the first six months of 2015. Given the strong investment performance of the Ed Tel Endowment Fund over the last couple of years the fund will pay a special dividend of approximately \$8 million in 2016. This special dividend is in addition to the regular dividend of approximately \$32 million to be paid from the fund in 2016.

Between 2016-2018, the branch's focus will be on modernizing its finance function by leveraging continuous improvements to manage people, business process and technology. This will allow the branch to focus resources on providing enhanced financial reporting and deeper business insights.

### 2016-2018 Highlights:

- Streamline business processes
- Optimize use of existing financial systems through new technology opportunities and better data sharing
- Enhance Master Data Governance model implementation to improve the efficiency, timeliness and accuracy of financial reporting while maintaining data integrity and enhancing data sharing
- Replace current debt management application with a new system and revised processes to better support planning, monitoring and reporting of debt
- Strengthen accounting and financial reporting processes to more efficiently use City personnel
- Review the asset allocation for each of the City's investment funds to ensure the asset mix is optimized to meet investment objectives
- Establish a training program to train new professionals under a new unified Chartered Professional Accountants environment
- Enhance internal training opportunities for existing professionals





## Branch - Financial Services

---

Financial Services stays current with various emerging issues that the Branch may face. Examples of potential emerging issues include:

- **MGA Legislative Changes and Big City Charter** - Decisions with respect to proposed MGA changes combined with financial implications from the Big City Charter are unknown at this time, and may significantly impact financial policy and the financial reporting process. Managing the changes with existing resources may pose a challenge.
- **Weakening provincial economy:** Recent volatility in energy prices and the provincial fiscal situation have boosted the need for the City to closely monitor developments that could impact grants, transfers, user fees and other sources of funding. The Branch is responding by increasing the frequency of forecasting activity and developing contingency plans that address a range of fiscal outcomes.
- **Managing change post-Finance Transformation:** The recent financial services reorganization has had a direct impact on branch staff. Staff changes include a modified reporting structure, modified roles and responsibilities, and office moves. To maximize the benefits of this recent internal change, the branch continues to engage in change management and refine business processes with a focus on efficiency while maintaining the integrity of financial reporting.
- **Public sector reporting requirements** - A number of upcoming changes to public sector reporting requirements, including financial instruments; related-party and inter-entity transactions; and assets and contractual rights will require changes to systems and processes. Some of these changes are known at this time but further announcements and their impacts cannot be fully anticipated over the next 3 years.

Branch leadership will continue to monitor the aforementioned items and will adjust the Branch workplan to address them as necessary.

## Positive Change - Innovation & Continuous Improvement

- **Resource realignment due to Finance Transformation:** The Finance Transformation project in the Financial Services branch has permitted realignment of the branch's resources. This change has led to an increased level of business analytics support to various City departments and the Corporation; improved accounting oversight; improved transactional consistency and efficiency; and sustained integrity of legislative and performance reporting.

The Finance Transformation change is expected to result in a more efficient deployment of resources that will begin to yield savings in 2016. Efficiencies are anticipated as the result of business process improvements that will lower overtime cost, increase staff productivity and build collaborative working relationships between the Corporate Accounting and Reporting and Business Financial Analytics teams. Modest projected savings have been incorporated into the budget through the three-year cycle.

- **Investment Management Recoveries:** As part of the Investment Management program's commitment to continuous improvement, a new Canadian equity structure was implemented during 2015. Assets previously managed by three external investment management firms were consolidated and a portion of these assets were brought in-house to be managed internally. As a result, a reduction in external management fees will occur. Due to the reduction in external management fees, the investment management program may realize approximate ongoing savings of \$360,000 that can be re-directed to the City's operating budget.



## Branch - Financial Services

### 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	1,313	1,384	1,332	1,282	1,488	1,295
<b>Total Revenue &amp; Transfers</b>	<b>\$1,313</b>	<b>\$1,384</b>	<b>\$1,332</b>	<b>\$1,282</b>	<b>\$1,488</b>	<b>\$1,295</b>
<b>Expenditure &amp; Transfers</b>						
Corporate Accounting and Reporting	1,438	1,490	3,076	3,375	3,271	3,080
Investment Management	(1,192)	(2,178)	(1,269)	(2,193)	(2,183)	(2,174)
Treasury Management	6,382	7,168	7,782	7,353	7,585	8,051
<b>Total Expenditure &amp; Transfers</b>	<b>\$6,628</b>	<b>\$6,480</b>	<b>\$9,589</b>	<b>\$8,535</b>	<b>\$8,673</b>	<b>\$8,957</b>
<b>Net Operating Requirement</b>	<b>\$5,315</b>	<b>\$5,096</b>	<b>\$8,257</b>	<b>\$7,253</b>	<b>\$7,185</b>	<b>\$7,662</b>
<b>Full-time Equivalents</b>	161.8	153.8	153.8	153.8	153.8	153.8

Actual balances for the 2013 and 2014 years have been restated to reflect branch reorganizations within the department.



## Branch - Financial Services

### 2016-2018 Budget - Branch Summary By Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	1,313	1,384	1,332	1,282	1,488	1,295
<b>Total Revenue &amp; Transfers</b>	<b>\$1,313</b>	<b>\$1,384</b>	<b>\$1,332</b>	<b>\$1,282</b>	<b>\$1,488</b>	<b>\$1,295</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	13,064	13,439	14,555	14,947	15,421	15,912
Materials, Goods & Supplies	715	1,076	847	887	890	875
External Services	2,351	2,214	3,079	1,588	1,448	1,461
Intra-municipal Services	444	1,355	330	356	356	356
Utilities & Other Charges	524	614	640	642	649	655
Subtotal	17,098	18,698	19,451	18,420	18,764	19,259
Intra-Municipal Recoveries	(10,470)	(12,218)	(9,862)	(9,885)	(10,091)	(10,302)
<b>Total Expenditure &amp; Transfers</b>	<b>\$6,628</b>	<b>\$6,480</b>	<b>\$9,589</b>	<b>\$8,535</b>	<b>\$8,673</b>	<b>\$8,957</b>
<b>Net Operating Requirement</b>	<b>\$5,315</b>	<b>\$5,096</b>	<b>\$8,257</b>	<b>\$7,253</b>	<b>\$7,185</b>	<b>\$7,662</b>
<b>Full-time Equivalents</b>	161.8	153.8	153.8	153.8	153.8	153.8



Actual results have been restated for comparability to align with finance reorganization in 2015.

# Branch - Financial Services

## Budget Changes for 2016-2018 (\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc.

Corporate Accounting and Reporting no longer provides external accounting services to Non-Profit Housing Agency resulting in a decline in revenues for 2016 of \$279. This is partially offset by an increase in the Corporate Procurement Card rebate of \$100 and \$130 increase in the recoveries from pensions. Included in the budget for 2017 is a one-time external revenue recovery related to consultations concerning the review of the water rate structure.

### Expenditures & Transfers - Changes

#### Personnel

In 2016, the increase in personnel of \$455 for cost of living increase and movement towards job rate is offset by the salary and benefit discount of \$63. Increases in 2017 of \$474 and \$491 in 2018 reflects movement towards job rate and cost of living increase settlements in union agreements. Over the three-year business cycle, personnel needs will be managed within existing resources and there is no current request for additional FTEs.

### Expenditures & Transfers - Changes Continued

#### Materials, Goods, and Supplies

Minor increase to reflect historical adjustments.

#### External Services

Reallocation of \$758 to corporate investments for management fees related to externally managed investments which is offset by reallocation of internal recovery for the same amount. In 2016, \$433 is reallocated for priorities within the department to fund needs related to The Ways documents, corporate continuous improvement initiatives and infrastructure funding strategy update. The remaining \$300 change is a reduction in overall budget as a result of reprioritization of the contracted services. Changes in 2017 and 2018 are due to reallocation for these same priorities within the department.

#### Intra-municipal Services

Minor changes related to historical spend.

#### Utilities & Other Charges

Minor inflationary adjustments.

#### Intra-municipal Recoveries

In 2016, several investment restructuring initiatives will be fully implemented. These innovations, which increase the amount of funds managed internally by investment staff, are the result of a multi-phase review covering both the Equity and Fixed Income asset classes. The increase in recoveries from investment funds is estimated at \$987, of which approximately \$920 is related to increased internal management. This increase in recoveries from internally managed investments is offset by \$758 decrease in recovery of management fees related to externally managed investments, which has been transferred to the investment program. Additionally, there is a \$206 reduction in shared service recoveries.

Increases in internal recoveries for 2017 of \$206 and \$211 in 2018 are related to inflationary cost of providing shared services.

## Branch - Financial Services

### 2016 - 2018 Budget - Program Summary

#### Program Name - Corporate Accounting and Reporting

##### Results to be Achieved

Corporate Accounting program provides all general accounting and reporting with respect to operating programs as well as accounting, analysis and debt management to support capital programs. The program provides leadership with respect to legislative financial reporting and performance reporting. Core activities include facilitating the external audit process and legislative reporting to Audit Committee; quarterly reporting to City Council and monthly reporting to Corporate Leadership Team; and external reporting to citizens. Financial reporting requirements and changes in accounting standards or internal reporting requirements are the primary business drivers of this group.

##### Cost Drivers

- Costs are driven primarily by personnel and external services.

##### Policy and/or Legislation

Financial reporting must meet public sector accounting standards and timelines defined in the *Municipal Government Act*. Debenture borrowing must comply with the *Municipal Government Act* and related Regulations and the Master Loan Agreement between the City and its lender, the Alberta Capital Finance Authority.

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	\$274	\$226	\$288	\$138	\$338	\$138
Expenditures & Transfers	8,799	9,379	10,056	10,150	10,252	10,272
Subtotal	8,525	9,153	9,768	10,012	9,914	10,134
Intra-Municipal Recoveries	(7,361)	(7,889)	(6,980)	(6,775)	(6,981)	(7,192)
Net Operating Requirement	\$1,164	\$1,264	\$2,788	\$3,237	\$2,933	\$2,942
Full-Time Equivalents	71.8	71.8	71.8	71.8	71.8	71.8

##### 2015 Services

- Continued implementation of the Finance Transformation including the realignment of resources to enhance and optimize the general accounting and corporate reporting functions relating to operating programs, and the project accounting and corporate reporting functions relating to capital programs
- Supported the development and maintenance of an integrated approach to Office of the City Auditor audit findings, and led in integrating the findings of the external auditor from the annual financial audit
- Developed the 2015 Annual Financial report for Edmonton and Quarterly Corporate Performance reports including the development of enhanced capital reporting in the year
- Compiled inputs for the City's 2016-2018 Proposed Annual Budget

##### Changes in Services for 2016 - 2018

- Replace current debt management application with a new system and revised processes to better support planning and forecasting for future capital and the monitoring and reporting of debt
- Strengthen accounting and reporting financial processes, utilizing capacity and efficiencies identified through organizational transformation to provide enhanced financial services
- Enhance Master Data Governance model implementation to improve the efficiency, timeliness and accuracy of financial reporting while minimizing any challenges with data integrity
- Optimize use of existing financial systems through more inclusive technology to help build a data warehouse to be used in analytics, data integrity, and data availability/sharing
- Lead and/or support the financial impact phase of the Big City Charter review process for Edmonton



## Branch - Financial Services

### 2016 - 2018 Budget - Program Summary

#### Program Name - Investment Management

##### Results to be Achieved

The Investment Management program administers the City investment function, through direct internal fund management and oversight of external fund managers. The Investment Management program adheres to good governance and industry best practice with guidance from the City's Investment Committee. Annual earnings and dividends from City investments flow to the Capital Budget to provide additional revenue and diversify the City's revenue base.

##### Cost Drivers

- Costs are driven primarily by personnel but the program costs are largely offset by intra-municipal recoveries.

##### Policy and/or Legislation

- The City's investments are governed by the *Municipal Government Act* and its related Investment Regulations.
- The Corporate Investment Policy and Procedures (C212D) outline the asset allocation policies, investment principles and guidelines, and risk management controls.
- The City establishes an asset allocation policy for each of its investment funds in order to meet objectives in both the short and long term. Benchmarks as set out in the Investment Policy are monitored and reported on.

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	\$30	\$15	\$15	\$15	\$15	\$15
Expenditures & Transfers	1,917	2,151	1,613	917	927	936
Subtotal	1,887	2,136	1,598	902	912	921
Intra-Municipal Recoveries	(3,109)	(4,329)	(2,882)	(3,110)	(3,110)	(3,110)
Net Operating Requirement	(\$1,222)	(\$2,193)	(\$1,284)	(\$2,208)	(\$2,198)	(\$2,189)
Full-Time Equivalents	5.0	5.0	5.0	5.0	5.0	5.0

##### 2015 Services

- Increased internal management of assets was implemented as part of a multi-year investment structure review completed in 2015
- Ongoing monitoring of the effectiveness of the overall investment program, totalling approximately \$2.5 billion across seven investment funds

##### Changes in Services for 2016 - 2018

- Complete asset allocation studies for each of the City's investment funds and implement any recommended changes

## Branch - Financial Services

### 2016 - 2018 Budget - Program Summary

#### Program Name - Treasury Management

##### Results to be Achieved

Treasury Management program is responsible for the oversight of the City's cash handling and processing operations, for accounts payable and accounts receivable, for remittance processing, credit management and collections and for bylaw ticket administration. The functional area administers corporate policy in these areas and monitors corporate compliance.

##### Cost Drivers

- Cost drivers for this function are primarily personnel to manage transaction volumes and to address any changes to legislative requirements, industry standards or City services.

##### Policy and/or Legislation

Not Applicable

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	\$1,009	\$1,143	\$1,029	\$1,129	\$1,135	\$1,142
Expenditures & Transfers	6,382	7,168	7,782	7,353	7,585	8,051
Subtotal	5,373	6,025	6,753	6,224	6,450	6,909
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$5,373	\$6,025	\$6,753	\$6,224	\$6,450	\$6,909

Full-Time Equivalents	85.0	77.0	77.0	77.0	77.0	77.0
-----------------------	------	------	------	------	------	------

##### 2015 Services

- Focused on spot checks, integrity testing for cash handling compliance, and improvements to the Cash Handling Handbook.

##### Changes in Services for 2016 - 2018

- Improved business processes through streamlined processes as future phase of financial transformation process
- Optimize use of existing financial systems through more inclusive technology use in analytics, data integrity, and data availability/sharing

# Branch - Financial Strategies and Budget

---

## Introduction

In 2015, Financial Strategies and Budget Branch was created as an outcome of the Finance Transformation project. This newly created branch provides proactive, customized economic analysis and forecasts that directly support Administrative and Council decision-making. This change provides the City with additional tools, expertise, and strategic planning needed to navigate economic volatility and develop sound fiscal policy decisions.

The branch supports the business of the City through the development of financial strategies and recommendations. These outputs support opportunities and address challenges around how the City funds services, programs and infrastructure. Areas of focus include delivery of the Financial Sustainability Plan; financial strategies; and analysis of long term financial planning. A critical branch focus is keeping an eye on the Municipal financial environment related to the Big City Charter, MGA, other orders of government and Edmonton's regional context. Determining how to develop financial strategies that evolve with and leverage these changes is critical to guaranteeing Edmonton's future fiscal stability.

The branch includes a team of 70 accounting professionals who provide service to the 5 City departments through timely, accurate financial and analytical support. The branch's services include financial expertise; advice and analysis in the areas of budget development; management reporting, including business driver and trend analysis; performance/variance reporting; council reports; operating impacts of capital; and project costing for significant city initiatives.

The branch is accountable for the delivery of budget planning and development including multi-year business planning, operating budget development and budget public engagement.

### 2016- 2018 Highlights:

- Continue ongoing reporting of current economic indicators and regular forecasts of economic activity within the City and the region
- Update the City's economic models to ensure accurate and timely forecasts
- Completion, refinement and monitoring of the Financial Sustainability Plan and long-range financial plan
- Implement long-range financial analytical strategies and tools around changes in the Municipal financial environment related to the Big City Charter, MGA, other orders of government and the regional context
- Develop and improve financial analytical services and management reporting services to all supported departments
- Refine and oversee the multi-year annual budget program review process (2016 - 2018)
- Improve and refine budget process and leveraging of technology to enable accurate, timely, and transparent budget planning
- Continue to increase public awareness, engagement, and feedback opportunities for the 2019 - 2022 business planning and budget





## Branch - Financial Strategies and Budget

---

Financial Strategies and Budget stays current with various emerging issues that the Branch may face. Examples of potential emerging issues include:

- **Managing change post Finance Transformation:** As a part of the recently concluded Finance Transformation project, the branch's business analytics program will provide greater and more extensive analytical support to the various departments at the City while reducing its involvement to meet the day-to-day transactional needs of the departments. This change was made to provide City departments with the ability to make enhanced business and informed financial decisions. In order to support a better skill alignment, the day to day transactional needs of the departments will now be met by Corporate Accounting and Reporting program (under Financial Services Branch). Going forward, the branch will need to ensure that it continues to enhance and support its business analytics program through staff training, periodic reviews and process improvement to fulfill vital business and financial analytics needs of the Corporation.
- **Increasingly volatile economy:** Recent volatility in energy prices and the provincial fiscal situation have boosted the need for the City to closely monitor developments that could impact grants, transfers and the City's assessment base. The Branch plans to respond by increasing the frequency of its economic forecasting activity and developing longer term fiscal strategy and tools.

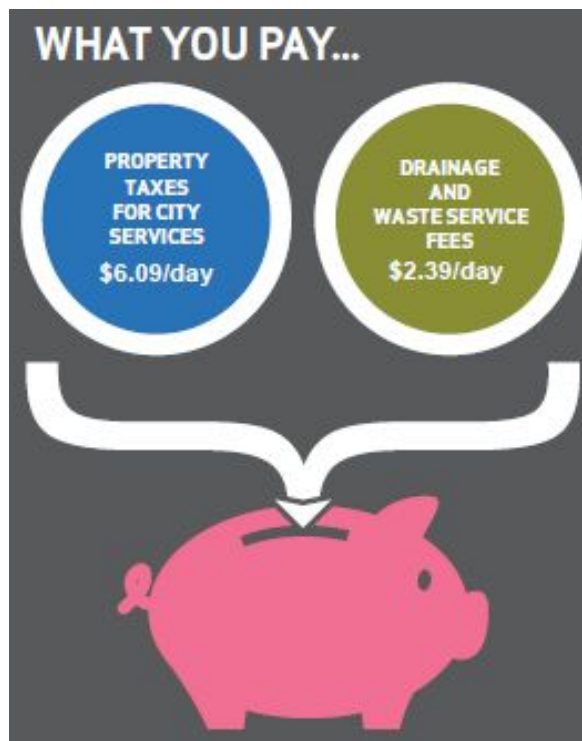
## Positive Change - Innovation & Continuous Improvement

- **Efficient and effective collaboration between Business Financial Analytics and Corporate Accounting and Reporting Programs (under the Finance Transformation project):** The branch plays an important role in advancing the Finance Transformation project. This project's objective is to provide an increased level of business analytics support to various City departments and the Corporation, while improving the Corporate accounting oversight and transactional consistency and efficiency. The branch works closely with the Financial Services Branch to advance a more dynamic work model. Its Business Financial Analytics program in particular helps realize savings through business process improvement, lower overtime costs and higher staff productivity.
- **Positive impacts of medium- to long-term financial planning:** As the corporate lead on multi-year business plans and Edmonton's Financial Sustainability Plan, the branch directly advances Edmonton's city-building vision. It does so by providing City departments and their branches with proactive financial resource planning tools that can be applied within the confines of available resources, helping those areas better manage City resources. This support allows City departments to better understand their financial position and options. By doing so, Administration is able to present a clearer, more accurate picture of program/service funding options to Council. In short, the branch helps City departments utilize a 'financial lens' to find new ways of meeting the growing servicing and infrastructure needs of a vibrant city, and provides Council with the best possible information with which to make funding decisions.

## Branch - Financial Strategies and Budget

### 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Expenditure &amp; Transfers</b>						
Budget Planning & Development	747	932	1,252	1,306	1,338	1,367
Business Financial Analytics	7,714	7,391	8,144	8,565	8,818	9,075
Financial Strategy	639	661	764	790	804	819
<b>Total Expenditure &amp; Transfers</b>	<b>\$9,100</b>	<b>\$8,984</b>	<b>\$10,160</b>	<b>\$10,661</b>	<b>\$10,960</b>	<b>\$11,261</b>
<b>Net Operating Requirement</b>	<b>\$9,100</b>	<b>\$8,984</b>	<b>\$10,160</b>	<b>\$10,661</b>	<b>\$10,960</b>	<b>\$11,261</b>
<b>Full-time Equivalents</b>						
	84.5	83.5	83.5	83.5	83.5	83.5



## Branch - Financial Strategies and Budget

### 2016-2018 Budget - Branch Summary By Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Expenditure &amp; Transfers</b>						
Personnel	9,035	8,804	9,938	10,439	10,738	11,039
Materials, Goods & Supplies	-	54	72	72	72	72
External Services	120	132	150	150	150	150
Intra-municipal Services	72	56	-	-	-	-
Utilities & Other Charges	5	-	-	-	-	-
Subtotal	9,232	9,046	10,160	10,661	10,960	11,261
Intra-Municipal Recoveries	(132)	(62)				
<b>Total Expenditure &amp; Transfers</b>	<b>\$9,100</b>	<b>\$8,984</b>	<b>\$10,160</b>	<b>\$10,661</b>	<b>\$10,960</b>	<b>\$11,261</b>
<b>Net Operating Requirement</b>	<b>\$9,100</b>	<b>\$8,984</b>	<b>\$10,160</b>	<b>\$10,661</b>	<b>\$10,960</b>	<b>\$11,261</b>
<b>Full-time Equivalents</b>	84.5	83.5	83.5	83.5	83.5	83.5

Actual results have been restated for comparability to align with finance reorganization in 2015.

### Budget Changes for 2016-2018

(\$000)

#### Expenditures & Transfers - Changes

##### Personnel

In 2016, the increase in personnel of \$668 for cost of living increase and movement towards job rate is offset by the salary and benefit discount of \$167. Increases in 2017 of \$299 and \$301 in 2018 reflects movement towards job rate and cost of living increase settlements in union agreements. Over the three-year business cycle, personnel needs will be managed within existing resources and there is no current request for additional FTEs.

##### Materials, Goods & Supplies

No change in budget.

##### External Services

No change in budget.

# Branch - Financial Strategies and Budget

## 2016 - 2018 Budget - Program Summary

### Program Name - Budget Planning and Development

#### Results to be Achieved

The program is responsible for the facilitation, coordination and delivery of the business plans and budget. The program functions are primarily focused on contributing to the financial sustainability of the City. This is accomplished by enhancing and contributing to the accountability and transparency of financial information to citizens and Council and by providing timely information that assists with Council decision-making.

#### Cost Drivers

- Costs are driven primarily by personnel and external services.

#### Policy and/or Legislation

The functions of this program are influenced and directed by Section 242 and 243 of the Municipal Government Act and policy C578 the Multi-year Budgeting Policy.

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	879	994	1,252	1,306	1,338	1,367
Subtotal	879	994	1,252	1,306	1,338	1,367
Intra-Municipal Recoveries	(132)	(62)	-	-	-	-
Net Operating Requirement	\$747	\$932	\$1,252	\$1,306	\$1,338	\$1,367
Full-Time Equivalents	7.0	8.0	8.0	8.0	8.0	8.0

#### 2015 Services

- Implemented and developed the Operating and Capital Budget System
- Further refined the City's results-based budgeting process and utilized this information to assist with the 2% and Innovation project
- Implemented a multi-year planning and budget process and policy
- Developed extensive new budget engagement process that saw over 3000 face-to-face interactions with Edmontonians over 15 public events

#### Changes in Services for 2016 - 2018

- Monitor and improve the multi-year operating budget and business planning
- Develop and oversee the annual budget program review process (2016 - 2018)
- Refine public engagement process for the 2019 - 2022 business planning and budget

# Branch - Financial Strategies and Budget

## 2016 - 2018 Budget - Program Summary

### Program Name - Business Financial Analytics

#### Results to be Achieved

The program provides timely, accurate, analytical services to departments to support long-range financial planning, operating and capital budget development, variance analysis and management reporting, and business case development. Financial business partner services inform decision-making and contribute to the long-term financial sustainability of the City.

#### Cost Drivers

- Costs are primarily driven by personnel with resourcing levels primarily determined by the underlying business of the departments supported, including the number and scale of projects and the number of business cases undertaken by the branches supported.

#### Policy and/or Legislation

The functions of this program are influenced and directed by Section 242 and 243 of the Municipal Government Act and policy C578 the Multi-year Budgeting Policy.

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	7,714	7,391	8,144	8,565	8,818	9,075
Subtotal	7,714	7,391	8,144	8,565	8,818	9,075
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$7,714	\$7,391	\$8,144	\$8,565	\$8,818	\$9,075
Full-Time Equivalents	72.5	70.5	70.5	70.5	70.5	70.5

#### 2015 Services

- Finalized centralizing financial service functions, allowing for branch improvements in analytics and reporting
- Increased collaboration both within Financial Services and with other City departments

#### Changes in Services for 2016 - 2018

- Enhanced business analytical support to business partner areas through financial transformation, business process improvement and optimization

# Branch - Financial Strategies and Budget

## 2016 - 2018 Budget - Program Summary

### Program Name - Financial Strategy

#### Results to be Achieved

The program is responsible for the medium to long term financial strategic plans and economic forecasts for the Corporation. It's functions include economic analysis and forecasts for Edmonton and the Census Metropolitan Region, fiscal analysis, long-range financial planning, monitoring and improvement of the Financial Sustainability Plan, fiscal policies and legislation reviews.

#### Cost Drivers

- Cost drivers for this function are primarily personnel and data acquisition.

#### Policy and/or Legislation

Not Applicable

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	639	661	764	790	804	819
Subtotal	639	661	764	790	804	819
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$639	\$661	\$764	\$790	\$804	\$819
Full-Time Equivalents	5.0	5.0	5.0	5.0	5.0	5.0

#### 2015 Services

- Continued work on the development of a long-range financial planning model and drafting a long-range forecast
- Continued to develop the draft Financial Sustainability Plan for Edmonton
- Delivered semi-annual long-term economic forecasts for the City of Edmonton and the Edmonton Census Metropolitan Area
- Provided customized measures of inflation such as the Municipal Price Index and Neighbourhood Renewal Price Index

#### Changes in Services for 2016 - 2018

- Monitor and improve the Financial Sustainability Plan for Edmonton
- Deliver a long-range financial planning model for Edmonton
- Implement long-range financial analytical strategies and tools around changes in the Municipal financial environment related to the Big City Charter, MGA, other orders of government and the regional context

**Page intentionally left blank**



# Department - Mayor and Councillors Offices

---

## Introduction

Edmonton's City Council is made up of 13 elected representatives including one Mayor and 12 City Councillors. Since being elected, City Council has set its sights on transforming Edmonton into a highly liveable, uplifting and globally competitive city that is recognized as one of Canada's very best.

Edmonton City Council develops and evaluates policies and programs for the City, ensures that the powers, duties and functions of the municipality are appropriately carried out, and that growth is managed.

City Council is supported by an administrative team responsible for helping to implement the vision set out by Council and ensuring the business of the office runs smoothly.

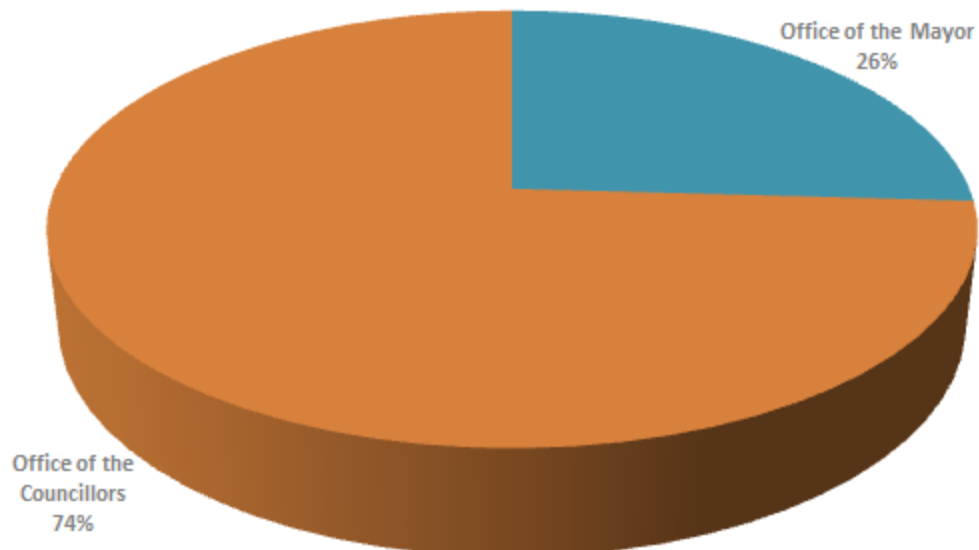


## Department - Mayor and Councillors Offices

### Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Office of the Councillors	-	-	-	-	-	-
Office of the Mayor	-	12	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	-	\$12	-	-	-	-
<b>Expenditure &amp; Transfers</b>						
Office of the Councillors	3,306	3,578	4,512	4,512	4,512	4,512
Office of the Mayor	1,231	1,314	1,577	1,577	1,577	1,577
<b>Total Expenditure &amp; Transfers</b>	\$4,537	\$4,892	\$6,089	\$6,089	\$6,089	\$6,089
<b>Net Operating Requirement</b>	<b>\$4,537</b>	<b>\$4,880</b>	<b>\$6,089</b>	<b>\$6,089</b>	<b>\$6,089</b>	<b>\$6,089</b>

### Expenditures by Branch 2016 - 2018



# Department - Mayor and Councillors Offices

## Approved 2016-2018 Budget - Department Summary By Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	-	12	-	-	-	-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	\$	\$12	-	-	-	-
<b>Expenditure &amp; Transfers</b>						
Personnel	3,975	4,384	5,458	5,447	5,448	5,449
Materials, Goods & Supplies	63	63	63	61	61	61
External Services	156	127	123	123	123	123
Fleet Services	-	-	-	-	-	-
Intra-municipal Services	120	136	130	144	144	144
Utilities & Other Charges	223	182	315	314	313	312
Subtotal	4,537	4,892	6,089	6,089	6,089	6,089
<b>Total Expenditure &amp; Transfers</b>	\$4,537	\$4,892	\$6,089	\$6,089	\$6,089	\$6,089
<b>Net Operating Requirement</b>	<b>\$4,537</b>	<b>\$4,880</b>	<b>\$6,089</b>	<b>\$6,089</b>	<b>\$6,089</b>	<b>\$6,089</b>
<b>Full-time Equivalents</b>	45.0	49.0	50.0	50.0	50.0	50.0



# Department - Mayor and Councillors Offices

---

## Budget Changes for 2016-2018

(\$000)

### Revenue & Transfers - Changes

There is no change to Revenue & Transfers over 2016-2018.

### Expenditures & Transfers - Changes

#### Personnel

2016-2018 increases of \$138, \$99, and \$117 respectively to account for approved cost of living adjustments, movement towards job rate, and benefit changes, which are fully offset by an increase to personnel cost discounting.

#### Materials, Goods, and Supplies

A reduction of \$2 in 2016 is attributable to contributions towards the Innovation and Continuous Improvement Program.

#### External Services

No change.

#### Intra-municipal Charges

There is a 2016 adjustment to staff support and parking charges to align budgets with actual expenditure trends and commitments.

#### Utilities & Other Charges

Reductions of \$3 over 2016-2018 are attributable to contributions towards the Innovation and Continuous Improvement Program.

### Full-Time Equivalents - Changes

There is no change to Full-time Equivalents over 2016-2018.

# Office of the City Auditor

---

## Introduction

The Office of the City Auditor (OCA) reports directly to City Council through the Audit Committee. In accordance with Bylaw 12424, *City Auditor Bylaw*, the City Auditor is responsible for all internal auditing activities within City programs and City agencies. The OCA provides independent and objective review and consulting services to improve the City's programs by applying a systematic, disciplined approach to evaluate and improve the City's risk management, control and governance processes. It also administers the City of Edmonton's Fraud and Misconduct Hotline and coordinates fraud investigation activities within City programs.

The OCA submits an Annual Work Plan to the Audit Committee for approval. The approved Annual Work Plan identifies the number of internal audits to be completed in the upcoming year. The OCA identifies City activities for review by utilizing a risk-based evaluation methodology, focusing its efforts in the areas deemed most significant to the City achieving its objectives. The OCA's activities result in proactive control design or corrective action recommendations in a final report to the Administration. Responses and action plans received from the Administration are incorporated in final reports. These reports are distributed to each member of Council and then publicly disclosed on the City of Edmonton's website. All reports are brought forward for discussion at Audit Committee meetings held in a public forum.



## Governance and Accountability

The Audit Committee oversees the activities of the City Auditor and is guided by Bylaw 16097, *Audit Committee Bylaw*. Bylaw 16097 prescribes the powers, duties and functions of Council's standing committee for audit matters.

Transparency, accountability and openness are essential elements of good governance and help to enhance public trust. The OCA maintains a webpage on the City of Edmonton's public website to provide citizens and other interested parties access to audit reports, annual work plans and annual reports.

The OCA is independent from the City's Administration, and is also committed to effective communication with all its stakeholders. The operational style focuses on effective relationships with City Council and the Administration. This approach has significantly improved OCA effectiveness. Audit reports generate energy and encourage Administration to implement OCA recommendations and enhance City operations.

The OCA works hard to understand the issues and concerns facing City operations. This has led to 100% of audit recommendations being accepted by the Administration over the past 10 years. The OCA also continues to research best practices, maintain open communication with stakeholders and keep abreast of emerging issues to provide a value-added service to the City of Edmonton and the citizens of Edmonton.

# Office of the City Auditor

---

## Positive Change - Innovation & Continuous Improvement

External Quality Assessment - In 2015, the City of Edmonton engaged a consultant to perform an External Quality Assessment of the OCA. The assessment looked at the OCA's conformance with the Institute of Internal Auditors' standards. It also compared the OCA to leading practices of comparable internal audit functions in the public and private sector. Based on the assessment, the OCA achieved the highest rating an audit office can achieve with respect to conformance with the Standards established by the Institute of Internal Auditors. The consultant provided five recommendations to promote continuous improvement and alignment to leading internal audit practices.

Audit Management Software - In 2016, the Recommendation Follow-up process will be integrated into our audit management software implementation, further streamlining our audit process.

Three-Year Audit Plan - In November of 2014 the OCA brought forward a Three-Year (2015-2017) Audit Plan for Audit Committee approval. This three-year plan included a risk assessment of all major program areas which was used to prioritize the selection of upcoming audits. The intent of the Three-Year Audit plan is to further engage Audit Committee in the selection of future audits thereby increasing effectiveness of internal audit activity.



# Office of the City Auditor

## Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
<b>Total Revenue &amp; Transfers</b>	-	-	-	-	-	-
<b>Expenditure &amp; Transfers</b>						
Personnel	1,909	2,113	2,084	2,337	2,411	2,415
Materials, Goods and Supplies	31	40	37	41	43	44
External Services	28	27	49	49	50	51
Intra-municipal Charges	46	49	48	55	57	57
Utilities & Other Charges	45	43	56	60	62	62
<b>Total Expenditure &amp; Transfers</b>	<b>\$2,059</b>	<b>\$2,272</b>	<b>\$2,274</b>	<b>\$2,542</b>	<b>\$2,623</b>	<b>\$2,629</b>
<b>Net Operating Requirement</b>	<b>\$2,059</b>	<b>\$2,272</b>	<b>\$2,274</b>	<b>\$2,542</b>	<b>\$2,623</b>	<b>\$2,629</b>
<b>Full-time Equivalents</b>	14.0	14.0	14.0	16.0	16.0	16.0

### Budget Changes for 2016-2018

(\$000)

#### Expenditures & Transfers - Changes

##### Personnel

In 2016 personnel increase of \$253, in 2017 increase of \$74 and 2018 increase of \$4 mostly due to increase of 2.0 FTEs and movement toward job rate, changes in benefits and approved cost of living adjustment.

##### Materials, Goods, and Supplies

Increase of \$4 in 2016 due to computer hardware/software for 2.0 additional FTEs, in 2017 increase of \$2 due to annualization and in 2018 increase of \$1 due to inflation.

##### External Services

Inflationary increase of \$1 in General Professional Services for 2017 and 2018.

##### Intra-municipal Charges

In 2016 increase of \$7 due to increase in parking charges for 2.0 additional FTEs, in 2017 increase of \$2 due to annualization.

##### Utilities & Other Charges

Increase of \$4 in 2016 due to increase in memberships for 2.0 additional FTEs and in 2017 increase of \$2 for annualization.

#### Full-time Equivalents - Changes

Increase of 2.0 FTEs for two additional Audit Coordinators.



# Office of the City Auditor

## Approved 2016 - 2018 Budget - Program Summary (\$000)

### Program Name - Office of the City Auditor

#### Results to be Achieved

Add value to the City of Edmonton by promoting accountability, cost-effective municipal services and ethical practices.

#### Cost Drivers

The OCA will initiate projects after considering the evolving corporate environment, risks, challenges and priorities. The extent of completion of audit projects is dependent on the approval of the OCA budget as submitted, the number of requests by City Council and Administration, the level of special investigations and other issues which may emerge during the year.

#### Policy and/or Legislation

The OCA follows the International Standards for the Professional Practice of Internal Auditing (Standards), established by the Institute of Internal Auditors (IIA). These Standards require due professional care in conducting audits, professionally qualified staff, independence, adequate supervision and planning of audit work, reporting of audit results, and periodic review of the office's activities by outside professionals.

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	2,059	2,272	2,274	2,541	2,622	2,628
Subtotal	2,059	2,272	2,274	2,541	2,622	2,628
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$2,059	\$2,272	\$2,274	\$2,541	\$2,622	\$2,628
Full-Time Equivalents	14.0	14.0	14.0	16.0	16.0	16.0

#### 2015 Services

- Provide independent, objective assurance and advisory services designed to add value and improve the City's programs.
- Assist the City in evaluating and improving the effectiveness of risk management, control and governance processes.
- Coordinate fraud investigation activities within City Programs or City Agencies.
- Value-for-money, investigations, proactive projects, follow-up reviews, governance and leadership activities and emerging issues.

#### Changes in Services for 2016 - 2018

The OCA's 2016 - 2018 budget provides for an increase in the level of service from 2015, with the addition of two Audit Coordinators. Projects completed will result in improving the overall operations of the City by strengthening management controls, improving accountability and helping Audit Committee with its governance and internal control oversight role.

# Office of the City Auditor

**Program - Office of the City Auditor**  
**Title - Office of the City Auditor Additional FTE**  
**Resources**

**New or Enhanced Serviced**  
**Funded**  
**On-going**

## Results to be Achieved

The audit process is an independent, objective assurance activity designed to add value and improve an organization's operations. Determining which areas to audit and the appropriate allocation of audit resources is essential in maximizing the value of an effective audit process. An increase of \$302 thousand (annualization of \$76K) is requested to enable the Office of the City Auditor to perform additional audits identified as priority areas within the annual Audit Work Plan on an ongoing basis. All audits will produce recommendations that result in improvements to City operations by identifying potential risks, strengthening management controls, improving accountability and enhancing the efficiency and effectiveness of City services.

## Description

This service package is for two additional Audit Coordinator FTEs to assist with conducting internal audits for the City of Edmonton due to increase in demand from emerging issues.

## Justification

If this service package is not funded there will be no resources to increase capacity and the scope of work in the Audit Plan. Therefore certain emerging issues, proactive projects and value-for-money projects may not be conducted in a timely manner.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	\$76	-	76	-	-	-	-	-
New Budget	\$226	-	-	2.0	-	-	-	-	\$1	-	1	-
<b>Total</b>	<b>\$226</b>	<b>-</b>	<b>-</b>	<b>2.0</b>	<b>\$76</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>\$1</b>	<b>-</b>	<b>1</b>	<b>-</b>

**Page intentionally left blank**

# Department — Office of the City Manager

## Introduction

The City Manager’s Office guides and supports the organization in connecting with City Council, our organization and our community. As explained in the [Department Business Plan](#), the City Manager sets the tone for the organization to work together collaboratively as One City. The branches support the organization to speak with a clear, single voice.

The Corporate Communications Branch supports City services and programs by managing the City’s shared image and reputation, providing information to staff and the community and building channels for meaningful dialogue between residents and their local government.

The Office of Intergovernmental and External Affairs is a central coordination point for all the City’s interactions with other orders of government and our partners in our community, in the region and abroad.

The City Manager’s Office provides administrative support to the Corporate Leadership Team so that they can provide effective governance.

BUILDING A GREAT CITY



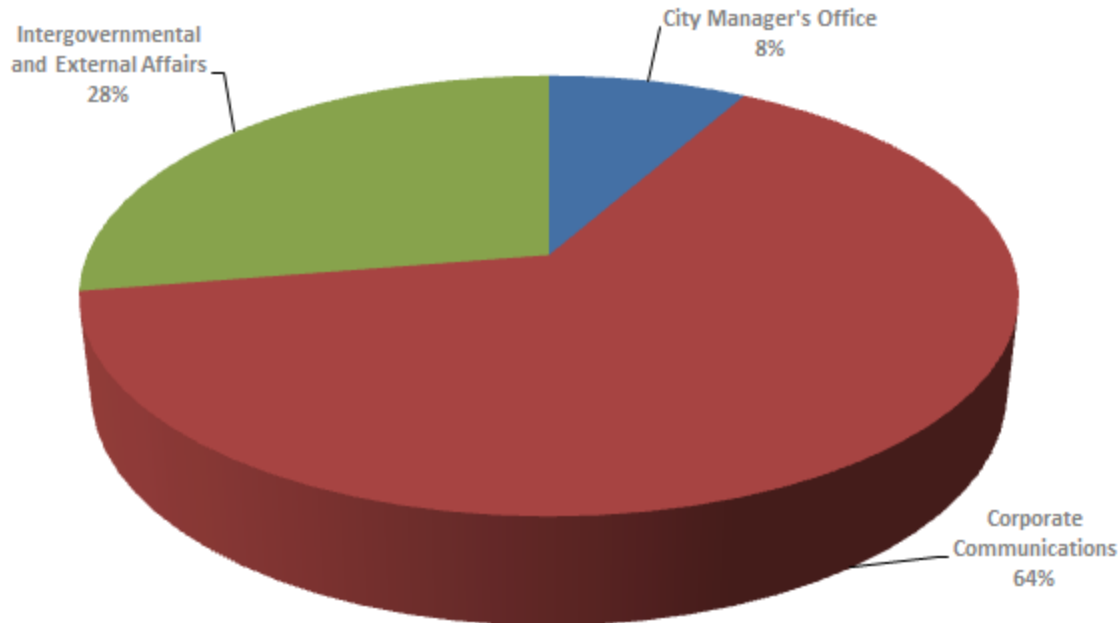
BRANCHES AND PROGRAMS		
City Manager's Office	Corporate Communications	Intergovernmental and External Affairs
City Manager	Image, Reputation and Marketing	Events/External
	Internal Communications	Intergovernmental Affairs
	Media Relations and Issues Management	
	Public Communications	

## Department — Office of the City Manager

### Approved 2016-2018 Budget – Department Summary by Branch

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
City Manager's Office	\$-	\$-	\$-	\$-	\$-	\$-
Corporate Communications	21	14	-	-	-	-
Intergovernmental and External Affairs	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$21</b>	<b>\$14</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
City Manager's Office	1,060	1,080	1,177	1,622	1,240	1,265
Corporate Communications	7,782	8,217	8,403	9,902	11,117	11,344
Intergovernmental and External Affairs	2,344	4,765	2,878	4,110	4,625	5,193
<b>Total Expenditure &amp; Transfers</b>	<b>\$11,186</b>	<b>\$14,062</b>	<b>\$12,458</b>	<b>\$15,634</b>	<b>\$16,982</b>	<b>\$17,802</b>
<b>Net Operating Requirement</b>	<b>\$11,165</b>	<b>\$14,048</b>	<b>\$12,458</b>	<b>\$15,634</b>	<b>\$16,982</b>	<b>\$17,802</b>

### Expenditures by Branch 2016 - 2018



## Department — Office of the City Manager

### Approved 2016-2018 Budget - Department Summary By Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$16	\$14	\$-	\$-	\$-	\$-
Grants	5	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$21</b>	<b>\$14</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	8,943	11,020	11,377	12,366	12,659	13,044
Materials, Goods & Supplies	354	412	226	224	206	320
External Services	2,689	3,320	1,513	1,491	1,460	1,464
Fleet Services	-	1	-	-	-	-
Intra-municipal Services	165	298	188	254	257	262
Utilities & Other Charges	865	1,347	1,003	3,592	4,684	5,077
Subtotal	13,016	16,398	14,307	17,927	19,266	20,167
Intra-Municipal Recoveries	(1,830)	(2,336)	(1,849)	(2,293)	(2,284)	(2,365)
<b>Total Expenditure &amp; Transfers</b>	<b>\$11,186</b>	<b>\$14,062</b>	<b>\$12,458</b>	<b>\$15,634</b>	<b>\$16,982</b>	<b>\$17,802</b>
<b>Net Operating Requirement</b>	<b>\$11,165</b>	<b>\$14,048</b>	<b>\$12,458</b>	<b>\$15,634</b>	<b>\$16,982</b>	<b>\$17,802</b>
<b>Full-time Equivalents</b>	86.4	97.8	100.1	101.1	101.1	101.1

Budget details are provided at the Branch level

## Department — Office of the City Manager

---

Page intentionally left blank



# Branch - City Manager's Office

---

## Introduction

The primary objective is to ensure administration operates efficiently, cost effectively and in accordance with City Council policy. The Office supports the City Manager in his leadership role as well as the ongoing work of Corporate Leadership Team.

The City Manager's Office comprises the City Manager, three administrative staff and the executive director. In 2015, one FTE was added to consolidate employees' charitable giving efforts with a goal of better supporting these efforts and tracking the charitable contributions employees make to the community.

The City Manager leads administration in delivering the 10-year goals of *The Way Ahead*, the City of Edmonton's strategic plan, and the resulting six *Ways* documents. Collaborating with a team of five General Managers and the Chief Communication Officer, work continues in advancing the *Ways*, ensuring administrative accountability, oversight and responsibility in prioritizing and adjusting resources so programs and projects serve the citizens of Edmonton and balance affordability with long-term sustainability.

The City Manager plays an important role in developing relations with all orders of government and the capital region, strengthening partnerships to achieve mutual goals. Another area of focus is municipal government excellence.

Through memberships such as the Alliance for Innovation/ Transforming Local Government, City employees are sharing information with other municipalities in addressing key issues and opportunities. Also, the City's expertise is being sought by other municipalities in areas where Edmonton has gained recognition.

In addition, the City Manager champions the strategy to strengthen staff engagement as we collectively strive to build a great city. To do this, the City Manager supports a leadership development approach that builds leadership capacity, as well as workplaces where employees are productive, enjoy their environment and feel valued for their work.

As efforts progress to strengthen Edmonton's image and reputation, the City Manager's Office works collaboratively with Edmonton Economic Development Corporation and Make Something Edmonton to better position the city nationally and internationally. This includes work in developing Edmonton's story, pursuing external awards that match our image and reputation goals, and maximizing opportunities associated with the hosting of major events such as the FIFA Women's World Cup and Red Bull Crashed Ice.

An equally important element is the work that is led through the City Manager's Office on Edmonton's transformational projects including Blatchford (redevelopment), LRT expansion, Rogers Place and the overall revitalization of the downtown.

The City Manager, in collaboration with the Department General Managers, must find a balance between implementing *The Ways* and delivering quality core services. Changing economic environments and public needs influence this balance and require decisions and adjustments to resources (finances and staffing) and priorities. Supportive relationships are key for handling emerging issues - relationships between staff, between staff and public and between staff and members of Council.

# Branch - City Manager's Office

---

## Positive Change - Innovation & Continuous Improvement

The Branch is planning the following Positive Change Initiatives:

1. The City Manager's Office continues to seek new and effective ways on aligning the corporation with 'The Way Ahead', the City of Edmonton's strategic plan and *'The Ways'*.
2. This office will maintain and continue to develop relations with the various external partners including the different orders of government and others in the capital region where business goals align.
3. The 'One City' approach will continue to be the foundation of priorities and initiatives going forward. The City Manager's Office will promote and support this approach and, along with the Corporate Leadership Team, will ensure all business areas are working towards advancing *'The Ways'*, working in alignment with the 'Leadership Principles' and continuing to explore new ideas creating a culture of innovation.

## Branch - City Manager's Office

### Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$-	\$-	\$-	\$-	\$-	\$-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	\$-	\$-	\$-	\$-	\$-	\$-
<b>Expenditure &amp; Transfers</b>						
City Manager	1,060	1,080	1,177	1,622	1,240	1,265
<b>Total Expenditure &amp; Transfers</b>	\$1,060	\$1,080	\$1,177	\$1,622	\$1,240	\$1,265
<b>Net Operating Requirement</b>	<b>\$1,060</b>	<b>\$1,080</b>	<b>\$1,177</b>	<b>\$1,622</b>	<b>\$1,240</b>	<b>\$1,265</b>
<b>Full-time Equivalents</b>	5.0	5.0	6.0	6.0	6.0	6.0

## Branch - City Manager's Office

### Approved 2016-2018 Budget - Branch Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$-	\$-	\$-	\$-	\$-	\$-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	900	889	1,026	1,082	1,105	1,133
Materials, Goods, and Supplies	22	34	17	17	17	17
External Services	43	47	39	39	39	39
Intra-municipal Charges	18	14	22	21	21	21
Utilities & Other Charges	77	96	73	463	58	55
Subtotal	1,060	1,080	1,177	1,622	1,240	1,265
Intra-municipal Recoveries	-	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>\$1,060</b>	<b>\$1,080</b>	<b>\$1,177</b>	<b>\$1,622</b>	<b>\$1,240</b>	<b>\$1,265</b>
<b>Net Operating Requirement</b>	<b>\$1,060</b>	<b>\$1,080</b>	<b>\$1,177</b>	<b>\$1,622</b>	<b>\$1,240</b>	<b>\$1,265</b>
<b>Full-time Equivalents</b>	5.0	5.0	6.0	6.0	6.0	6.0

# Branch - City Manager's Office

---

## Budget Changes for 2016-2018 (\$000)

### Revenue & Transfers - Changes

There is no change to Revenue & Transfers.

### Expenditures & Transfers - Changes

#### Personnel

There are 2016-2018 increases of \$56, \$23, and \$28 respectively to account for approved cost of living adjustments, movement towards job rate, and benefit changes.

#### Materials, Goods, and Supplies

No change.

#### External Services

No change.

#### Intra-municipal Charges

There is a 2016-2018 reduction of \$1 to align budgets with actual expenditure trends and commitments.

#### Utilities & Other Charges

There are 2016-2018 adjustments of \$390, (\$405), and (\$3) respectively. This includes a 2016 one-time expense of \$400 in 2016 to host the Commonwealth Games Federation General Assembly, as approved by Council in June 2015. Funding for this initiative will come from appropriated funds within the Financial Stabilization Reserve. Reductions of \$18 over 2016-2018 are attributable to contributions towards the Innovation and Continuous Improvement Program.

### Full-Time Equivalents - Changes

There is no change to Full-time Equivalents over 2016-2018.

# Branch - Corporate Communications

---

## Introduction

Corporate Communications Branch helps to maintain and build the City's reputation and raise awareness of the long-term vision of the City, its goals and objectives, and most importantly, the many City programs and services available to residents. The Branch facilitates cross-departmental interactions, disseminates information, fosters engagement and promotes Council's decisions. The Branch's centrally-managed functions - Media Relations, Creative Services, Events, Awards, Protocol and Office of Public Engagement - support matters corporately and in collaboration with communications staff working directly with City Departments.



The experience people have with private sector vendors in online tools and marketing creates expectations for responsiveness and personalization from public entities that the City is currently not equipped to meet.

Public expectations of government transparency and public influence on decision-making is growing, challenging the city to respond and in some cases to alter processes and policies. The Open City Initiative tackles this challenge and is creating a need for greater information services in an "open by default" approach.

The proliferation of social media tools and their use by City employees creates a reputational risk for individuals and the corporation if they are used indiscriminately, not properly maintained and updated, or misused by destructive individuals and/or groups. However, it also creates great opportunity for engagement and dialogue.

Upcoming elections can dramatically alter the political landscape, which has repercussions for public advocacy in support of infrastructure funding and other grant programs.

Complexity of regional issues requires a coordinated, integrated approach to ensure that Edmonton can realize its aspirations to be a globally competitive city.

Fiscal environment is driving greater public scrutiny of spending decisions by Administration and Council particularly those that have a longer term benefit that is more difficult to comprehend than the immediate impact on budget.

# Branch - Corporate Communications

---

## Positive Change - Innovation & Continuous Improvement

The Branch is planning the following Positive Change Initiatives:

- Cancel print copy of employee newsletter in favour of online publication and to realize savings
- Provide survey tool - Edmonton Insight - to City Departments to provide greater consistency and save money across the corporation
- Partner with Departments to reduce costs by using in-house graphic designers managed by Creative Services Unit to apply visual identity standards in support of a coherent brand strategy.





## Branch - Corporate Communications

### Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$16	\$14	\$-	\$-	\$-	\$-
Grants	5	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$21</b>	<b>\$14</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Image, Reputation and Marketing	3,027	3,383	3,108	4,303	5,386	5,465
Internal Communications	1,910	2,068	2,118	2,249	2,304	2,350
Media Relations and Issues Management	320	527	652	701	720	741
Public Communications	2,525	2,239	2,525	2,649	2,707	2,788
<b>Total Expenditure &amp; Transfers</b>	<b>\$7,782</b>	<b>\$8,217</b>	<b>\$8,403</b>	<b>\$9,902</b>	<b>\$11,117</b>	<b>\$11,344</b>
<b>Net Operating Requirement</b>	<b>\$7,761</b>	<b>\$8,203</b>	<b>\$8,403</b>	<b>\$9,902</b>	<b>\$11,117</b>	<b>\$11,344</b>
<b>Full-time Equivalents</b>	<b>73.4</b>	<b>84.8</b>	<b>85.1</b>	<b>86.1</b>	<b>86.1</b>	<b>86.1</b>

## Branch - Corporate Communications

### Approved 2016-2018 Budget - Branch Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$16	\$14	\$-	\$-	\$-	\$-
Grants	5	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$21</b>	<b>\$14</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	6,883	8,520	9,055	9,945	10,190	10,523
Materials, Goods, and Supplies	294	318	167	166	150	141
External Services	2,150	1,285	739	736	712	696
Fleet Services	-	1	-	-	-	-
Intra-municipal Charges	122	236	133	191	194	198
Utilities & Other Charges	163	193	158	1,157	2,155	2,151
Subtotal	9,612	10,553	10,252	12,195	13,401	13,709
Intra-municipal Recoveries	(1,830)	(2,336)	(1,849)	(2,293)	(2,284)	(2,365)
<b>Total Expenditure &amp; Transfers</b>	<b>\$7,782</b>	<b>\$8,217</b>	<b>\$8,403</b>	<b>\$9,902</b>	<b>\$11,117</b>	<b>\$11,344</b>
<b>Net Operating Requirement</b>	<b>\$7,761</b>	<b>\$8,203</b>	<b>\$8,403</b>	<b>\$9,902</b>	<b>\$11,117</b>	<b>\$11,344</b>
<b>Full-time Equivalents</b>	<b>73.4</b>	<b>84.8</b>	<b>85.1</b>	<b>86.1</b>	<b>86.1</b>	<b>86.1</b>

# Branch - Corporate Communications

---

## Budget Changes for 2016-2018 (\$000)

### Revenue & Transfers - Changes

There are no changes to Revenue and Transfers over 2016-2018.

### Expenditures & Transfers - Changes

#### Personnel

There are 2016-2018 increases of \$405, \$292, and \$291 respectively to account for approved cost of living adjustments, movement towards job rate, and benefit changes. 2016 Personnel discounting has been reduced by \$150 due to vacancy trends. There are 2016-18 adjustments of \$239, (\$50), and \$38 respectively aligning the Personnel budget with actual expenditure trends for discretionary communications services provided to clients, with offsetting adjustments to Intra-Municipal Recoveries. Funding for a position to support Waste Management Branch has resulted in increases of \$96, \$3, and \$4 respectively over 2016-2018, with offsetting adjustments to Intra-Municipal Recoveries.

#### Materials, Goods, and Supplies

Reductions of \$27 over 2016-2018 are attributable to contributions towards the Innovation and Continuous Improvement Program. There is an increase of \$1 in 2016 attributable to funding for a position to support Waste Management Branch.

#### External Services

Reductions over 2016-2018 are attributable to contributions towards the Innovation and Continuous Improvement Program (\$108), offset by a budget increase of \$65 to support the Civic Retirement Event.

#### Intra-municipal Charges

The 2016-2018 adjustments of \$65 are mainly attributable to staff support to align budgets with actual expenditure trends and commitments.

#### Utilities & Other Charges

The 2016-2018 increases of \$2,000 are due to a service package for a Sponsorship Agreement with OEG re: Rogers Place. There is a reduction of \$7 over 2016-2018 attributable to contributions towards the Innovation and Continuous Improvement Program. There is an increase of \$1 in 2016 attributable to funding for a position to support Waste Management Branch.

#### Intra-municipal Recoveries

Recoveries of shared services to the utilities and enterprises have resulted in an increase of \$185 over 2016-2018: Current Planning \$82; Drainage \$73; Waste Management \$30. An inflationary increase has been applied to shared services recoveries for 2017 and 2018. As well, there are 2016-18 adjustments of \$239, (\$50), and \$38 respectively aligning the On-Demand Recoveries budget with actual recovery trends for on-demand communications services provided to clients, with offsetting adjustments to Personnel. Funding for a position to support Waste Management Branch has resulted in increases of \$98, \$3, and \$4 respectively over 2016-2018, with offsetting adjustments to Personnel.

### Full-Time Equivalents - Changes

There is an increase of 1.0 FTE in 2016 to support Waste Management Branch.

# Branch - Corporate Communications

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Image, Reputation and Marketing

#### Results to be Achieved

This program plays an integral role in advancing Edmonton's reputation and image for the Corporation and community. This team provides strategic, innovative communications, marketing, brand and protocol support for major and Transformational Projects, major national and international events, and intergovernmental initiatives. It also advances partnerships and strong relationships, including with the military, EEDC Tourism, Edmonton Oilers, and downtown partners.

#### Cost Drivers

Increasing focus on the importance of building the reputation of Edmonton, both the Corporation and community, is a key cost driver. Increasing demands for support for Corporate priorities, major events, and Transformational Projects, as well the scope and number of these initiatives have a direct impact on the activities of this section, which drives costs.

#### Policy and/or Legislation

The City's Corporate Communications Policy (C420) sets out the manner in which the Branch supports the Corporation. This program manages the Policy areas of the City's brand and identity, manages City advertising and adherence to protocol standards. Goal One of The Way We Prosper calls for an improved reputation to achieve its economic goals.

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$21	\$14	\$-	\$-	\$-	\$-
Expenditures & Transfers	3,027	3,432	3,180	4,375	5,458	5,537
Subtotal	3,006	3,418	3,180	4,375	5,458	5,537
Intra-Municipal Recoveries	-	(49)	(72)	(72)	(72)	(72)
Net Operating Requirement	\$3,006	\$3,369	\$3,108	\$4,303	\$5,386	\$5,465
Full-Time Equivalents	19.6	28.0	27.3	27.3	27.3	27.3

#### 2015 Services

Supporting major events was a key focus in 2015, as well as increased support for Transformational Projects. As well this team has focused greater intentional protection of the City identity (e.g. logo) and brand. Increased Council Services through briefs, speeches, certificates, proclamations, and messages. Protocol Services provided include event hosting, protocol items, and military liaison work.

#### Changes in Services for 2016 - 2018

Strategic communications will help address the complexity of regional issues with a coordinated, integrated approach to ensure that Edmonton realizes its aspirations to be globally competitive. This program will implement various programs aimed at enhancing the City and Edmonton's reputation including strategic sponsorship, increased attention on awards, protocol, support for events and transformational projects and continued work on the City's brand and visual identity.

# Branch - Corporate Communications

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Internal Communications

#### Results to be Achieved

The Internal Communications program is responsible for corporate-level internal communications channels such as greatcitynews and onecity employee intranet, as well as communications planning and implementation for the City Manager, Corporate Services Department, the Culture program, Open City, the Innovation program, and the Civic Accommodation Transformation program. The program works to elevate and enhance the effectiveness of internal communications.

#### Cost Drivers

A significant demand for increased employee communications is driven by the need for a) enhancing Culture change and employee engagement (to improve retention and productivity); b) communication about program changes that directly affect employees, and c) changes in delivery of services to citizens.

#### Policy and/or Legislation

An Internal Communication Strategy and the Culture Communications Strategy establish standards for this area. Internal communications support delivery of the City's Corporate Communications Policy (C420) by providing the tools staff can use to help protect and enhance the City's image as a well-managed City and a desirable place to live and work.

Resources	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015	Budget	Budget	Budget
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	1,910	2,068	2,118	2,355	2,415	2,465
Subtotal	1,910	2,068	2,118	2,355	2,415	2,465
Intra-Municipal Recoveries	-	-	-	(106)	(111)	(115)
Net Operating Requirement	\$1,910	\$2,068	\$2,118	\$2,249	\$2,304	\$2,350
Full-Time Equivalents	13.8	14.8	14.8	14.8	14.8	14.8

#### 2015 Services

Professional communication planning and tactical delivery for Corporate Services and the Office of the City Manager. Development and a refresh of corporate internal communication channels including revamping the greatcitynews e-newsletter and the onecity intranet, and introduction of employee social media.

#### Changes in Services for 2016 - 2018

Changing work styles that enhance the ability of employees to collaborate will be supported by changes to workplaces, especially the Edmonton Tower and renovated City-owned facilities. Internal Communications has a lead role in supporting Culture change objectives and the Civic Accommodation Transformation. Increased focus on Development of strategy to support Department-based internal communications, and the overall employee engagement results. No net increase in services. Decrease in print edition of GreatCityNews.

# Branch - Corporate Communications

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Media Relations and Issues Management

#### Results to be Achieved

This program provides central coordination for news dissemination to traditional media, ensures round-the-clock media contacts, provides advice to Departments and oversees the City's corporate social media strategy and presence. This program provides all media monitoring and media training to all City spokespeople. In addition, this program provides communications support to the Office of Emergency Management including training and deployment of communications staff able to respond during a major crisis. When there is a media matter or issue that is corporate in nature or involves more than one Department, this unit leads and/or supports the response.

#### Cost Drivers

The main cost driver is the amount of information needing to be communicated to the public through media and responses through social media. Resource demand increases when there are new programs, initiatives or projects being planned by the City, and when the City must coordinate responses to significant reputational issues.

#### Policy and/or Legislation

The City's Corporate Communications Policy (C420) sets out the manner in which the Branch supports the media relations, media training and media monitoring for the organization (Section 3.04), as further defined in the City's Media Relations Directive (A1446). The program is integrating the Social Media Guidelines into an update for the Communications Policy. The Crisis Communications Plan supports the City's Municipal Emergency Plan (C508).

Resources	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015	Budget	Budget	Budget
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	320	527	652	701	720	741
Subtotal	320	527	652	701	720	741
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$320	\$527	\$652	\$701	\$720	\$741
Full-Time Equivalents	5.0	6.0	6.0	6.0	6.0	6.0

#### 2015 Services

New crisis communications plan for all hazards emergencies. Enhanced oversight of social media to extend citizen engagement opportunities, improve risk management and benefit overall public relations.

#### Changes in Services for 2016 - 2018

The proliferation of social media tools and expectations among citizens for real-time information on civic service disruptions or issues will require capacity building and coordination by Communications staff. However, no resource increases are requested. Preparation and ongoing training for major crises will continue within current budgets.

# Branch - Corporate Communications

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Public Communications

#### Results to be Achieved

This program provides strategic communications planning and tactical implementation to advance the business objectives of all City Departments. The unified One City approach reinforces the overall City reputation. Work focuses on transparency, proactive dissemination of information, and responsiveness to Edmontonians. The Office of Public Engagement advises the City organization on innovations in engagement and coordination of surveying.

#### Cost Drivers

New civic programs, new infrastructure such as recreation facilities and LRT, and demand for more information on existing services or issues drive need for communications resources. The "open by default" principle drives a need for dissemination of additional information. Heightened expectations for public engagement require additional resources.

#### Policy and/or Legislation

Alberta MGA directs advertising, public engagement and notifications; FOIP Act information requests; program activity is also guided by the City's Corporate Communications Policy (C420), the Open City Policy (C581), the Public Involvement Policy (C513), and the Media Relations Directive (A1446). This area supports the Council Initiative on Public Engagement.

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	4,355	4,526	4,302	4,764	4,807	4,966
Subtotal	4,355	4,526	4,302	4,764	4,807	4,966
Intra-Municipal Recoveries	(1,830)	(2,287)	(1,777)	(2,115)	(2,100)	(2,178)
Net Operating Requirement	\$2,525	\$2,239	\$2,525	\$2,649	\$2,707	\$2,788
Full-Time Equivalents	35.0	36.0	37.0	38.0	38.0	38.0

#### 2015 Services

Estimated output includes: coordination of more than 45 surveys across the City; 30 major issue briefing documents for City Council; 600 media releases, 2,100 media queries coordinated, producing 90% positive or neutral coverage of the City; 50 strategic communications plans for major programs; 50 special events or media conferences; 400 publications on programs, issues or services; 500 public engagement activities; and over 2,000 social media interactions.

#### Changes in Services for 2016 - 2018

This program will increase information services to respond to expectations for government transparency and engagement, and as required by the Open City Policy. This program will increase public opinion research to assist business areas in supporting Council decision-making, while consolidating tools to save costs. The program will support delivery of resource, process or structure needs identified in the Council Initiative on Public Engagement.



# Branch - Corporate Communications

**Program - Image, Reputation and Marketing**  
**Title - Sponsorship Agreement with OEG re**  
**Rogers Place**

**New or Enhanced Service**  
**Funded**  
**Ongoing**

## Results to be Achieved

Having access to the marketing streams offered through this agreement will help increase awareness of Edmonton, as well as positioning the city as a globally progressive and dynamic city where people choose to live, work, invest and learn.

## Description

As part of the Master Agreement for the downtown arena (Rogers Place), the City agreed to a 10-year sponsorship agreement, \$2 million annually, with the Katz Group. This agreement will provide the City with access to a number of avenues through both the new arena and the Edmonton Oilers/Oil Kings marketing streams to promote Edmonton and City of Edmonton programs, services and initiatives.

## Justification

It is required within the Sponsorship Agreement which is an attachment to the Master Agreement between the City Edmonton and the Katz Group for the downtown arena.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$1,000	-	1,000	-	\$1,000	-	1,000	-	-	-	-	-
Total	\$1,000	-	1,000	-	\$1,000	-	1,000	-	-	-	-	-

# Branch - Intergovernmental and External Affairs

---

## Introduction

Through two primary service areas – Intergovernmental Affairs and Events/External – the Intergovernmental and External Affairs Branch develops and implements strategies and initiatives to assist the City in influencing and fostering relationships with other orders of government and external stakeholders to achieve Edmonton's long-term strategic goals.

The Intergovernmental Affairs section participates in and delivers ongoing support for working groups and other related intergovernmental, regional and inter-municipal forums on priorities and issues of corporate significance. This section also participates in and delivers ongoing support for issues relating to the provincial and federal governments; and the City's role in key intergovernmental organizations including the Capital Region Board (CRB), Alberta Urban Municipalities Association (AUMA), and the Federation of Canadian Municipalities (FCM).

This section communicates and fosters an understanding of intergovernmental and inter-municipal issues and trends across the corporation while undertaking and supporting initiatives that support the advancement of the broader municipal agenda, including but not limited to the development of a Big City Charter, review of the Municipal Government Act, and update of the Capital Region Board Growth Plan.



The Events/External section is responsible for events attraction. Through this section, the City proactively seeks out major national and international events that attract people, gain international attention, and create economic benefits to the city, while working to enhance our national and international reputation overall. The Events/External section will continue implementation of the City's long-term strategic events strategy and growth of Edmonton Events – a partnership with the Edmonton Economic Development Corporation (EEDC) to promote and attract events to Edmonton on the increasingly competitive international stage.

# Branch - Intergovernmental and External Affairs

---

## **Shifting priorities of other levels of government**

Legislation and regulation change by other levels of government could impact current and future City initiatives.

Activity of the Intergovernmental and External Affairs Branch is very dependent on the initiatives of the City and work generated by the provincial and federal levels of government.

## **Impact of a Changing Economy**

In March 2015 a report to Council was presented that provided an update on Edmonton's economic forecast. The report recognized that the sharp drop in oil prices has altered previous economic forecasts.

These developments have led to announcements of major cuts in both operating and capital budgets among many firms in the energy sector. As well, lower oil prices have dramatically reduced non-renewable resource revenues to the provincial and federal governments. The impact of the reduction in revenues on budget decisions is not known.

Over the next three years, the Branch will be focused on achieving four goals. Each goal is directly linked to at least one outcome. These outcomes illustrate what will be the demonstrable result of achieving the goal, and each has a measure that makes clear what will be considered successful.

## **Positive Change - Innovation & Continuous Improvement**

The Branch is planning the following Positive Change Initiatives:

1. **TECHNOLOGY** - Eliminating the office's second printer on the floor will provide Intergovernmental and External Affairs with a savings of approximately \$3,000 a year and encourage the branch to go paperless. For any print jobs that are required, staff is expected to print in black and white.
2. **POSSE Correspondence Tracker** - A one-stop shop for all departments to track correspondences, external letters, etc. created this year to further streamline intergovernmental tracking of correspondence already being done throughout the organization. Departments corporately are exploring and beginning to use this tracking system, including the Mayor's Office. This records management strategy will reduce duplication, open up lines of communication and save time. This innovation will create transparency and create one central location that provides consistent information (such as contact lists, correspondence history) that is readily accessible. Tracker to be active and accessible to key department contacts corporate-wide in 2016.

## Branch - Intergovernmental and External Affairs

### Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$-	\$-	\$-	\$-	\$-	\$-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Events/External	1,038	3,406	1,402	2,586	3,079	3,624
Intergovernmental Affairs	1,306	1,359	1,476	1,524	1,546	1,569
<b>Total Expenditure &amp; Transfers</b>	<b>\$2,344</b>	<b>\$4,765</b>	<b>\$2,878</b>	<b>\$4,110</b>	<b>\$4,625</b>	<b>\$5,193</b>
<b>Net Operating Requirement</b>	<b>\$2,344</b>	<b>\$4,765</b>	<b>\$2,878</b>	<b>\$4,110</b>	<b>\$4,625</b>	<b>\$5,193</b>
<b>Full-time Equivalents</b>	8.0	8.0	9.0	9.0	9.0	9.0

## Branch - Intergovernmental and External Affairs

### Approved 2016-2018 Budget - Branch Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	\$-	\$-	\$-	\$-	\$-	\$-
Grants	-	-	-	-	-	-
Transfer from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>	<b>\$-</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	1,160	1,611	1,296	1,339	1,364	1,388
Materials, Goods, and Supplies	38	60	42	41	39	162
External Services	496	1,988	735	716	709	729
Intra-municipal Charges	25	48	33	42	42	43
Utilities & Other Charges	625	1,058	772	1,972	2,471	2,871
Subtotal	2,344	4,765	2,878	4,110	4,625	5,193
Intra-municipal Recoveries	-	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>\$2,344</b>	<b>\$4,765</b>	<b>\$2,878</b>	<b>\$4,110</b>	<b>\$4,625</b>	<b>\$5,193</b>
<b>Net Operating Requirement</b>	<b>\$2,344</b>	<b>\$4,765</b>	<b>\$2,878</b>	<b>\$4,110</b>	<b>\$4,625</b>	<b>\$5,193</b>
<b>Full-time Equivalents</b>	8.0	8.0	9.0	9.0	9.0	9.0

# Branch - Intergovernmental and External Affairs

---

## Budget Changes for 2016-2018 (\$000)

### Revenue & Transfers - Changes

There are no changes to Revenue & Transfers.

### Expenditures & Transfers - Changes

#### Personnel

There are 2016-2018 increases of \$43, \$25, and \$24 respectively to account for approved cost of living adjustments, movement towards job rate, and benefit changes.

#### Materials, Goods, and Supplies

Reductions of \$5 over 2016-2018 are attributable to contributions towards the Innovation and Continuous Improvement Program, which is offset by an increase of \$125 in 2018 attributable to a one-time event.

#### External Services

Reductions of \$31 over 2016-2018 are attributable to contributions towards the Innovation and Continuous Improvement Program, which is offset by an increase of \$25 in 2018 attributable to a one-time event.

#### Intra-municipal Charges

There are 2016-2018 adjustments mainly due to staff support charges to align budgets with actual expenditure trends and commitments.

#### Utilities & Other Charges

There are increases of \$1,200, \$500, and \$400 for 2016, 2017 and 2018 respectively for the City's involvement in three events. Initial funding for the 2016 event will come from appropriated funds within the Financial Stabilization Reserve. There is a reduction of \$1 over 2016-2018 attributable to contributions towards the Innovation and Continuous Improvement Program.

### Full-Time Equivalents - Changes

There is no change to Full-time Equivalents.

# Branch - Intergovernmental and External Affairs

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Events/External

#### Results to be Achieved

Through internal and external partnerships, provide enhanced support for positioning Edmonton as a host city of choice for national and international sport, cultural and other events to raise Edmonton's international profile, support economic development, achieve Edmonton's long-term strategic goals and build residents' pride in their community.

#### Cost Drivers

- Growth opportunities generated
- Council direction, in particular the implementation of the strategies supporting The Way We Prosper

#### Policy and/or Legislation

Events/External supports the goals of The Way We Prosper through development and implementation of strategies to enhance Edmonton's image nationally and internationally. Attracting high profile events is a highly competitive business necessitating investment by leading cities. In return, hosting events gains exposure and brings visitors to the city; results in direct economic benefit; has broad media and internet reach; and often the development of new facilities, while enhancing quality of life for Edmontonians.

Resources	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	1,038	3,406	1,402	2,586	3,079	3,624
Subtotal	1,038	3,406	1,402	2,586	3,079	3,624
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$1,038	\$3,406	\$1,402	\$2,586	\$3,079	\$3,624
Full-Time Equivalents	-	-	-	-	-	-

#### 2015 Services

- Implementation of the long-term events strategy and launch of Edmonton Events in collaboration with the Edmonton Economic Development Corporation to guide the City of Edmonton in identifying, attracting, and hosting major international events.
- Strengthened community support of major events through alignment with the City's strategic interests.
- Successfully bid on various national and international sporting events.

#### Changes in Services for 2016 - 2018

- Continue implementation of long-term events strategy
- Continue to position Edmonton as an events destination nationally and internationally
- Continue growth in relationships with external stakeholders



# Branch - Intergovernmental and External Affairs

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Intergovernmental Affairs

#### Results to be Achieved

This Branch communicates regularly, proactively, and positively with policy makers to foster understanding and alignment of priorities and positions, while working to ensure the interests of Edmontonians are protected during decision-making by other orders of government and major external organizations.

#### Cost Drivers

Council direction

#### Policy and/or Legislation

Intergovernmental Affairs works to transform Edmonton through organizational excellence. Intergovernmental challenges, such as advancing and building momentum on a municipal agenda, are subject to multiple variables outside of municipal controls such as shifting priorities of other orders of government. Strategic engagement with external and municipal organizations and other orders of government requires ongoing coordination and issues management in order to support a one city view.

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	\$-	\$-	\$-	\$-	\$-	\$-
Expenditures & Transfers	1,306	1,359	1,476	1,524	1,546	1,569
Subtotal	1,306	1,359	1,476	1,524	1,546	1,569
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$1,306	\$1,359	\$1,476	\$1,524	\$1,546	\$1,569
Full-Time Equivalents	8.0	8.0	9.0	9.0	9.0	9.0

#### 2015 Services

- Coordinate and facilitate relationships with other orders of government, municipal organizations and key external stakeholders to address intergovernmental priorities and issues.
- Monitor and analyze intergovernmental and inter-municipal issues and trends.
- Provide corporate support and leadership on intergovernmental issues and opportunities to support the City's priorities.
- Co-lead the City's Municipal Government Act review; coordinate the City's involvement with the Government of Alberta and the City of Calgary in City Charter discussions; provide support for City Departments involved in the update of the Capital Region Board Growth Plan.
- Participate in and deliver ongoing support in the City's role in key intergovernmental organizations including the Capital Region Board (CRB), Alberta Urban Municipalities Association (AUMA), and the Federation of Canadian Municipalities (FCM).

#### Changes in Services for 2016 - 2018

- Continue delivery of services provided in 2015 to City Council and City Departments
- Continue ongoing support for implementation of The Ways
- Continue integration of the City's Leadership Principles

# Branch - Intergovernmental and External Affairs

Program - Events/External  
Title - Anticipated Event

New or Enhanced Service  
Funded  
Ongoing

## Results to be Achieved

Attracting events enhances Edmonton's reputation and image, contributes to the economy and helps to build a vibrant and healthy community. This package will allow negotiations to take place for events to return to Edmonton and allow Edmonton's reputation as a centre of excellence in sport to grow.

## Description

This service package will align with community engagement and has huge economic potential for Edmonton and Alberta. This event contributes to City Building - economic development, enhanced reputation and profile and creating a vibrant community.

## Justification

Edmonton Events has identified emerging sports/events and those appealing to youth, as important for the event landscape in Edmonton.

The initiative that this event supports further develops Edmonton's reputation as a centre of sports excellence. The impact to the community has been one of increased programs and events especially targeted to youth and at-risk populations.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	\$500	-	500	-	-	-	-	-
Total	-	-	-	-	\$500	-	500	-	-	-	-	-

# Branch - Intergovernmental and External Affairs

Program - Events/External  
Title - Anticipated Event 2016-18

New or Enhanced Service  
Funded  
Ongoing

## Results to be Achieved

Attracting events enhances Edmonton's reputation and image, contributes to the economy and helps to build a vibrant and healthy community. This package will allow negotiations to take place for events to return to Edmonton and allow Edmonton's reputation as a centre of excellence in sport to grow.

## Description

This service package will align with community engagement and has huge economic potential for Edmonton and Alberta. This event contributes to City Building - economic development, enhanced reputation and profile and creating a vibrant community.

The 2016 funding for this service package will come from appropriated funds within the Financial Stabilization Reserve.

## Justification

Edmonton Events has identified emerging sports/events and those appealing to youth, as important for the event landscape in Edmonton.

The initiative that this event supports further develops Edmonton's reputation as a centre of sports excellence. The impact to the community has been one of increased programs and events especially targeted to youth and at-risk populations.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$1,200	-	1,200	-	-	-	-	-	-	-	-	-
Total	\$1,200	-	1,200	-	-	-	-	-	-	-	-	-

# Branch - Intergovernmental and External Affairs

**Program - Events/External**  
**Title - Anticipated Event 2018**

**New or Enhanced Service**  
**Funded**  
**One-time**

## Results to be Achieved

Attracting events enhances Edmonton's reputation and image, contributes to the economy and helps to build a vibrant and healthy community. This package will allow negotiations to take place for events to return to Edmonton and allow Edmonton's reputation as a centre of excellence in sport to grow.

## Description

This service package will align with community engagement and has huge economic potential for Edmonton and Alberta. This event contributes to City Building - economic development, enhanced reputation and profile and creating a vibrant community.

## Justification

Edmonton Events has identified emerging sports/events and those appealing to youth, as important for the event landscape in Edmonton.

The initiative that this event supports further develops Edmonton's reputation as a centre of sports excellence. The impact to the community has been one of increased programs and events especially targeted to youth and at-risk populations.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$550	-	550	-
Total	-	-	-	-	-	-	-	-	\$550	-	550	-

# Department — Sustainable Development

## Introduction

Sustainable Development advances Edmonton's long term vision for a great city by anticipating, planning and laying the foundations of a livable, prosperous and sustainable community. The Department drives development that balances economic progress, public protection and environmental resilience, while working collaboratively with citizens, businesses and stakeholders, including the region, to bring about the vision for a vibrant and growing city.

Edmonton's Strategic Plan, The Way Ahead, articulates the bold vision to become a great city. The Department does the groundwork to enable and build that transformation.

Sustainable Development's work in 2016 - 2018 will focus on planning and policy that build foundations for change, as well as the coordination of capital projects that demonstrate and accelerate that change.

Our priorities range from stewarding Edmonton's environmental footprint, urban place-making and affordable housing to the Blatchford Redevelopment, Downtown Arena and Entertainment District, Rosedale Redevelopment and Downtown/Quarters revitalization.

The Department lives continuous improvement, and will continue to build a culture of innovative, creative, citizen-focused and business-oriented staff and processes. Through responsible stewardship of resources, strategic alignment of our priorities and performance management, our daily work helps Edmonton achieve the outcome of excellence in city-building.

The Sustainable Development business plans can be found using the following link:

[Sustainable Development Business Plan](#)

BRANCHES AND PROGRAMS					
Current Planning	Real Estate, Housing and Economic Sustainability	Urban Planning and Environment	Blatchford Redevelopment Project*	Community Revitalization Levy (CRL)*	Land Enterprise*
Customer Services and Operations	Building and Land Management	Land Use and Environmental Policy	Blatchford Redevelopment Project	Belvedere CRL	Land Development
Development Permits	Civic Property Services	Parks Planning and Biodiversity		Capital City Downtown CRL	Land for Municipal Purposes
Land Development Services	Economic Sustainability	Urban Design and Area Planning		The Quarters Downtown CRL	
Safety Codes, Permits and Inspections	Housing and Homelessness				
Business Licencing	Property Sales and Acquisitions				
Vehicle for Hire	Urban Renewal				

Sustainable Development is also responsible for Transformational Projects, which involves successful initiation, execution and delivery of major projects that will have a significant on-going and transformative impact on the City.

\* Community Revitalization Levy and Land Enterprise, programs from the Real Estate, Housing and Economic Sustainability branch, along with the Blatchford redevelopment project are presented as separate sections in the budget document and are not included in the Department Summary.

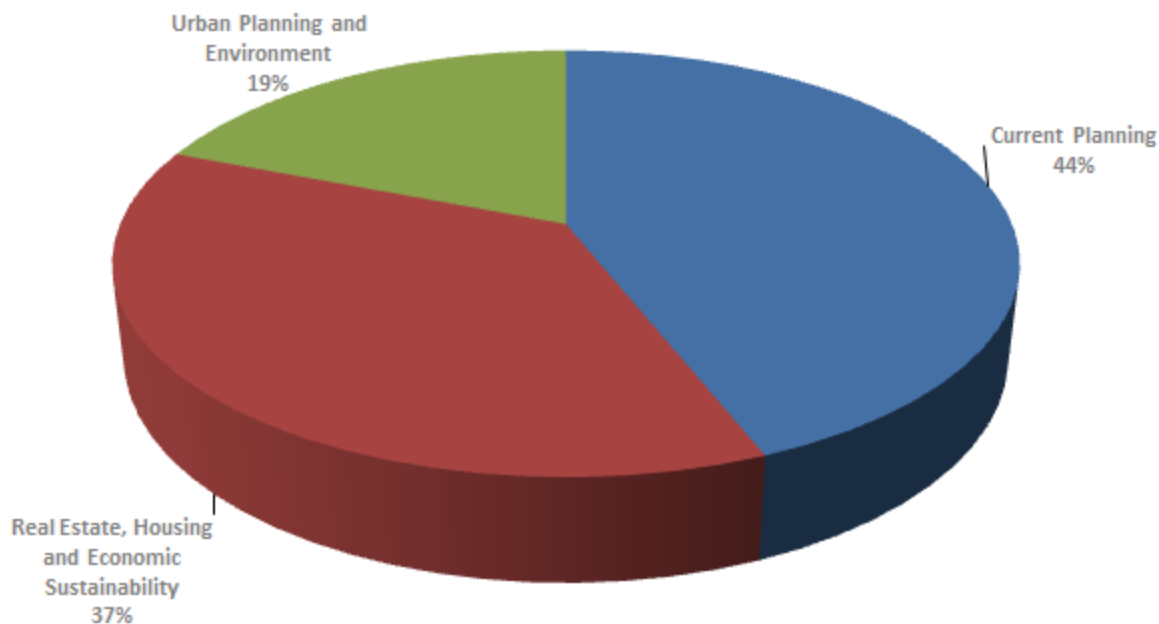
## Department — Sustainable Development

### Approved 2016-2018 Budget – Department Summary by Branch

(\$000)	2013 Actual**	2014 Actual**	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Current Planning	56,555	65,823	75,766	75,735	68,250	78,702
Real Estate, Housing and Economic Sustainability	11,446	14,293	18,456	30,811	21,261	15,111
Urban Planning and Environment	2,757	14,318	8,067	7,656	9,270	9,431
<b>Total Revenue &amp; Transfers</b>	<b>\$70,758</b>	<b>\$94,434</b>	<b>\$102,289</b>	<b>\$114,202</b>	<b>\$98,781</b>	<b>\$103,244</b>
<b>Expenditure &amp; Transfers</b>						
Current Planning	56,518	65,624	75,766	75,735	68,250	78,702
Real Estate, Housing and Economic Sustainability	44,576	48,593	50,246	66,262	65,799	54,884
Urban Planning and Environment	18,269	32,038	26,508	29,077	33,453	34,206
<b>Total Expenditure &amp; Transfers</b>	<b>\$119,363</b>	<b>\$146,255</b>	<b>\$152,520</b>	<b>\$171,074</b>	<b>\$167,502</b>	<b>\$167,792</b>
<b>Net Operating Requirement</b>	<b>\$48,605</b>	<b>\$51,821</b>	<b>\$50,231</b>	<b>\$56,872</b>	<b>\$68,721</b>	<b>\$64,548</b>

\*\* In 2015 Parking Operations transferred from Building and Land Management to Transportation Services. Actual results for 2013 and 2014 have been restated.

### Expenditures by Branch 2016 - 2018



## Department — Sustainable Development

### Approved 2016-2018 Budget - Department Summary By Category

(\$000)	2013 Actual**	2014 Actual**	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	62,355	88,328	81,729	81,869	83,340	78,990
Grants	3,754	3,210	8,603	9,198	3,453	1,335
Transfer from Reserves	4,649	2,896	11,957	23,135	11,988	22,919
<b>Total Revenue &amp; Transfers</b>	<b>\$70,758</b>	<b>\$94,434</b>	<b>\$102,289</b>	<b>\$114,202</b>	<b>\$98,781</b>	<b>\$103,244</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	50,799	55,831	63,715	65,660	66,850	67,372
Materials, Goods & Supplies	3,609	2,970	2,501	2,651	2,658	2,665
External Services	14,326	14,961	14,817	19,178	19,681	15,995
Fleet Services	49	46	54	44	51	54
Intra-municipal Services	17,964	22,626	23,288	25,090	23,439	22,251
Utilities & Other Charges	36,811	42,376	54,457	73,765	68,089	69,397
Transfer to Reserves	15,054	26,997	15,788	11,135	14,596	16,033
Subtotal	138,612	165,807	174,620	197,522	195,364	193,767
Intra-Municipal Recoveries	(19,249)	(19,552)	(22,100)	(26,448)	(27,862)	(25,975)
<b>Total Expenditure &amp; Transfers</b>	<b>\$119,363</b>	<b>\$146,255</b>	<b>\$152,520</b>	<b>\$171,074</b>	<b>\$167,502</b>	<b>\$167,792</b>
<b>Net Operating Requirement</b>	<b>\$48,605</b>	<b>\$51,821</b>	<b>\$50,231</b>	<b>\$56,872</b>	<b>\$68,721</b>	<b>\$64,548</b>
<b>Full-time Equivalents</b>	557.5	577.5	636.0	664.0	680.5	693.5

Budget details are provided at the Branch level

\*\* In 2015 Parking Operations transferred from Building and Land Management to Transportation Services. Actual results for 2013 and 2014 have been restated.



Page intentionally left blank

# Branch - Current Planning

---

## Introduction

The Current Planning Branch contributes to the vision of making Edmonton a livable, safe and sustainable city by delivering customer-focused services that guide land development, building construction and the operation of businesses.

Through coordination with developers and partner reviewing agencies, the Branch facilitates the approval of land use plans such as Area Structure Plans (ASPs), Neighborhood Structure Plans (NSPs), Subdivisions Plans, and Servicing Agreements. It also works with residents, communities, and the development industry to promote safe development through issuing permits and licences, conducting inspections and monitoring compliance with City bylaws. These activities advance the City's goal of fostering public safety and economic growth. These business processes contribute to the livability and sustainability goals outlined in the City of Edmonton's strategic plan, *The Way Ahead*.

Current Planning operates on a cost-recovery business model where the costs of delivering services are balanced by appropriate fees and charges. This model supports investments in service enhancements while ensuring long-term sustainability of the Branch. While recent economic forecasts create potential challenges for Current Planning, the Branch is collaborating with its partners to support service levels and maintain fiscal sustainability. Plans to manage economic volatility include greater work efficiencies, leverage of improved technologies and effective use of the Current Planning Reserve Fund. For instance, requested FTEs to support long-term service needs may not necessarily be filled. Such decisions are made on the basis of anticipated application volumes and future sustained revenue growth, and have no impact to the tax levy. Going forward, Current Planning will continue to improve service performance and stakeholder engagement to achieve Branch and corporate goals.



## Branch - Current Planning

---

The Current Planning Branch has identified the following emerging issues:

1. Management of Economic Volatility
  - Opportunities to improve work efficiency
  - Responsible fiscal management of Current Planning Reserve Fund
  - Collaboration with stakeholders and partner agencies
2. Changes in Development Trends and/or Practices
  - Initiatives or changes in direction from City Council
  - Collecting feedback from community and development industry
  - Industry best practices
  - Environmental concerns and trends
3. Work Environment, Processes and Technology
  - Impacts of new technologies on business processes
  - Incorporating best practices used in other municipalities
  - Establishment of performance measures and targets
  - Staff engagement, training and retention

## Positive Change - Innovation & Continuous Improvement

The Current Planning Branch is undertaking the following positive change initiatives:

**Current Planning Fees:** The Current Planning Branch instituted a 0% increase in fees in the 2015 year, and only an inflationary adjustment in 2016 as a result of improved work processes and efficiencies. Compounded, this provides significant cost savings to the industry. Municipal Price Index (MPI) for 2015 was 1.5%, representing approximately \$1.0 million in savings for the development industry. Please note there is no tax levy impact.

**Two Year Taxi Driver's Licence:** The Current Planning Branch implemented a two-year taxi and limousine driver's licence, replacing the existing one-year licence term. This initiative will result in a significant reduction in the number of drivers visiting the Current Planning Service Centre (CPSC) to renew their driver's licence each year. On an annual (perpetual) basis, there will be a saving of \$43 thousand. Subsequently, there will be a reduction in total processing time needed for the driver's licences for the year. Please note that this initiative provides direct savings to both Administration and the Vehicle for Hire Industry. Savings for the industry are calculated at over \$119 thousand per year. Please note there is no tax levy impact.

**Third Party Verification of Compliance (VOC):** Footing and Foundation Inspection and Plumbing Stack Inspections are performed as standard business practice. To aid in achieving efficient timelines, the Current Planning Branch is implementing this program which will allow builders and contractors to provide verification that work complies with safety codes. Each accepted compliance report reduces the need for City staff to conduct an on-site inspection. Annual savings of \$70 thousand are a result of reviewing compliance reports rather than conducting inspections. Please note there is no tax levy impact.

## Branch - Current Planning

### Approved 2016-2018 Budget - Branch Summary By Program

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	53,175	64,988	70,470	64,598	64,140	62,562
Grants	45	-	-	-	-	-
Transfer from Current Planning Reserve	-	-	-	1,152	-	328
Transfer from RISF Reserve <sup>(1)</sup>	3,335	835	5,296	9,985	4,110	15,812
<b>Total Revenue &amp; Transfers</b>	<b>\$56,555</b>	<b>\$65,823</b>	<b>\$75,766</b>	<b>\$75,735</b>	<b>\$68,250</b>	<b>\$78,702</b>
<b>Expenditure &amp; Transfers</b>						
Business Licencing	878	866	422	561	577	596
Customer Services and Operations	29,183	35,075	39,750	34,450	34,425	34,403
Development Permits	6,717	7,492	7,679	7,826	7,446	7,128
Land Development Services	8,303	9,285	13,954	18,954	12,363	23,622
Safety Codes, Permits and Inspections	10,625	12,087	12,965	12,948	12,425	11,932
Vehicle for Hire	812	819	996	996	1,014	1,021
<b>Total Expenditure &amp; Transfers</b>	<b>\$56,518</b>	<b>\$65,624</b>	<b>\$75,766</b>	<b>\$75,735</b>	<b>\$68,250</b>	<b>\$78,702</b>
<b>Net Operating Requirement</b>	<b>(\$37)</b>	<b>(\$199)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Full-time Equivalents</b>	<b>317.5</b>	<b>342.5</b>	<b>381.0</b>	<b>392.0</b>	<b>405.5</b>	<b>421.5</b>

<sup>(1)</sup> Revolving Industrial Servicing Fund

## Branch - Current Planning

### Approved 2016-2018 Budget - Branch Summary by Cost Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	53,175	64,988	70,470	64,598	64,140	62,562
Grants	45	-	-	-	-	-
Transfer from Current Planning Reserve	-	-	-	1,152	-	328
Transfer from RISF Reserve <sup>(1)</sup>	3,335	835	5,296	9,985	4,110	15,812
<b>Total Revenue &amp; Transfers</b>	<b>\$56,555</b>	<b>\$65,823</b>	<b>\$75,766</b>	<b>\$75,735</b>	<b>\$68,250</b>	<b>\$78,702</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	27,127	31,162	35,499	35,499	35,499	35,499
Materials, Goods and Supplies	2,222	1,716	1,663	1,732	1,727	1,727
External Services	5,073	5,855	5,593	5,096	4,771	4,771
Fleet Services	44	45	50	42	45	44
Intra-municipal Charges	16,032	20,538	22,104	23,317	21,795	20,584
Utilities & Other Charges	2,290	2,620	5,535	10,144	4,019	15,184
Transfer to Current Planning Reserve	4,293	4,092	5,000	-	45	-
Transfer to RISF Reserve <sup>(1)</sup>	-	352	1,742	1,652	2,105	2,642
Subtotal	57,081	66,380	77,186	77,482	70,006	80,451
Intra-municipal Recoveries	(563)	(756)	(1,420)	(1,747)	(1,756)	(1,749)
<b>Total Expenditure &amp; Transfers</b>	<b>\$56,518</b>	<b>\$65,624</b>	<b>\$75,766</b>	<b>\$75,735</b>	<b>\$68,250</b>	<b>\$78,702</b>
<b>Net Operating Requirement</b>	<b>(\$37)</b>	<b>(\$199)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Full-time Equivalents</b>	<b>317.5</b>	<b>342.5</b>	<b>381.0</b>	<b>392.0</b>	<b>405.5</b>	<b>421.5</b>

<sup>(1)</sup> Revolving Industrial Servicing Fund

### Cost Recovery Support for Other Departments

The Current Planning Branch operates on a cost-recovery business model where 100% of technical and corporate costs related to the delivery of its services are funded by revenues from those services. The result is an offset of tax levy requirements for various City branches that assist with the Current Planning Branch service delivery.

# Branch - Current Planning

---

## Budget Changes 2016-2018

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc.

The reduction is primarily caused by volume change (\$5,872), (\$458), and (\$1,578) for 2016, 2017, and 2018 respectively due to current economic forecasts.

#### Transfer from Reserves

Changes in transfer from the Current Planning Reserve reflect lower expected revenues due to economic forecast. The change in transfer from the Revolving Industrial Servicing Fund Reserve (RISF) is due to pay out of rebates from the Reserve.

In 2016, transfer from Current Planning Reserve increase by \$1,152 and transfer from the RISF Reserve increase by \$4,689.

In 2017, transfer from Current Planning Reserve decrease by (\$1,152) and transfer from RISF Reserve decrease by (\$5,875).

In 2018, transfer from Current Planning Reserve increase by \$328 and transfer from RISF Reserve increase by \$11,702.

### Expenditure & Transfers - Changes

#### Personnel

In 2016, 2017 and 2018 personnel cost increases will be fully offset by cost savings through vacancy management.

#### Materials, Goods and Supplies

In 2016 there is a \$69 increase to align budget with historical actuals, in 2017 there is a (\$5) decrease.

#### External Services

In 2016 there is a (\$497) decrease in consulting expenditure, in 2017 there is a further reduction of (\$325) in consulting.

#### Fleet Services

There are minimal changes to fleet costs over 2016, 2017 and 2018 as fleet vehicles remain unchanged.

#### Intra-municipal Services

In 2016 there is an increase of \$1,213, in 2017 a decrease of (\$1,522) and in 2018 a decrease of (\$1,211) in intra-municipal charges for shared service and direct charges. In 2016 Current Planning will cover \$21,569 in personnel and non-personnel costs outside of the branch, which supports development-related processes.

#### Utilities & Other Charges

In 2016 there is an increase of \$4,780 in debt payments and rebates related to the RISF Reserve, a decrease of (\$200) in financial charges and an increase of \$29 to align budget with historical actuals.

In 2017 there is a decrease of (\$6,327) in debt payments and rebates related to the RISF Reserve and an increase of \$200 in financial charges.

In 2018 there is an increase of \$11,165 in debt payments and rebates related to the RISF Reserve.

## Branch - Current Planning

---

### Transfer to Reserves

In 2016 there is a decrease in transfer to Current Planning Reserve of (\$5,000) due to current economic forecasts and a decrease of (\$90) in transfer to Revolving Industrial Servicing Fund Reserve (RISF) due to revenue projection.

In 2017 there is an increase in transfer to Current Planning Reserve of \$45 and an increase of \$453 transfer to RISF Reserve due to revenue projection.

In 2018 there is a decrease in transfer to Current Planning Reserve of (\$45) and an increase of \$537 transfer to RISF Reserve due to revenue projection.

### Intra-municipal Recoveries

The intra-municipal recoveries are expenditures charged to other departments for services provided.

### Full-time Equivalents - Changes

There is an increase of 5 FTEs for the Mature Community Development Team service package in 2016 and an increase of 35.5 FTEs over three years for the Customer Services and Operations - Increased Service Volumes service package, with an annualization of 8.5 FTEs in 2018.

Requested positions are only filled in the event service demands require. Although recent forecasts suggest potential declines in application volumes, FTE requests enable the Current Planning Branch to quickly respond to upswings in the economic activity to meet industry expectations of service levels. Any positions filled from service packages are offset by an equal or greater amount in revenue and have no impact to the tax levy.

## Bylaws Requiring Approval

In order to generate the revenue in the proposed 2016 - 2018 budget, City Council must approve the bylaw amendments and fee changes contained in the following bylaws:

- Bylaw 15894 - Safety Codes Permit Bylaw: general fee increases in alignment with inflation. Bylaw will also separate the fee schedule from the Bylaw to improve efficiency of the budget process and align with similar program areas.
- Bylaw 13138 - Business Licence Bylaw: general fee increases in alignment with inflation.



# Branch - Current Planning

## Approved 2016 - 2018 Budget - Program Summary (\$000)

### Program Name - Business Licensing

#### Results to be Achieved

The City requires all business owners to have a business licence to ensure that health, safety and community standards are maintained for all citizens. The Licensing program contributes to making Edmonton a desirable place to do business and enhance economic prosperity.

#### Cost Drivers

- Application volume, including the number of business licence applications, licence reviews and public consultations to advance the bylaw.

#### Policy and/or Legislation

Business Licence Bylaw 13138

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	878	866	422	561	577	596
Expenditures & Transfers	878	866	422	561	577	596
Subtotal	-	-	-	-	-	-
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	-	-	-	-	-	-
Full-Time Equivalents	9.0	9.0	5.0	5.5	5.5	5.5

#### 2015 Services

- Over 32,000 business licences issued;
- Licensing Bylaw administration and maintenance;
- Business Licence Ambassador program for business community to promote awareness and encourage application for appropriate licences;
- Collaboration with businesses, community, and other stakeholders for policy and bylaw recommendations.
- Implementation and coordination of 26 information courses for Body Rub and Escort industries.

#### Changes in Services for 2016 - 2018

- Overall changes for 2016 and onwards will be driven through improvement in application process and increase in volume;
- Technology enhancements for implementation of online applications and decision guides;
- Bylaw amendments to facilitate new and existing programs;
- Review and simplify existing business licence process and classification to facilitate compliance.

# Branch - Current Planning

## Approved 2016 - 2018 Budget - Program Summary (\$000)

### Program Name - Customer Services and Operations

#### Results to be Achieved

This program leads the development, implementation and performance management of the Branch business model, service refinement and Branch administration and is responsible for the Customer Service Centre. The team moves applications through stages of the City's process from intake to final records management.

#### Cost Drivers

- Application volumes, customer inquiry volumes, 311 complaints and escalations, infrastructure support, business model management, performance management systems and service enhancement initiatives.

#### Policy and/or Legislation

Zoning Bylaw 12800, Safety Codes Permit Bylaw 15894, Business Licence Bylaw 13138 and Vehicle for Hire Bylaw 14700.

#### Resources

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	\$53,993	\$62,752	\$69,053	\$64,193	\$62,549	\$61,272
Expenditure & Transfers	29,746	35,831	41,170	36,197	36,181	36,152
Subtotal	(24,247)	(26,921)	(27,883)	(27,996)	(26,368)	(25,120)
Intra-municipal Recoveries	(563)	(756)	(1,420)	(1,747)	(1,756)	(1,749)
Net Operating Requirement	(\$24,810)	(\$27,677)	(\$29,303)	(\$29,743)	(\$28,124)	(\$26,869)

Full - Time Equivalents	79.2	92.2	107.7	117.1	130.6	146.6
-------------------------	------	------	-------	-------	-------	-------

Overall, the Current Planning Branch is full cost recovery. Total Branch revenues (excluding Business Licensing and Vehicle for Hire) are shown in the Customer Services and Operations program. Additional FTEs proposed will be allocated from this program to both internal and external program areas to implement service improvements and address service volumes. FTE positions are only filled when service demands require.

#### 2015 Services

- Branch administration, resource management, performance reporting, client liaison and customer relations;
- Batch processing notices and business licensing, cash log, business model implementation and system improvement;
- Services include: Licences, Permits, Restricted and Meter Parking, Compliance Certificates, Zoning Confirmation, Encroachment Agreements, Inspection Scheduling, File Searches, and FOIP requests;
- Application intake (over 70,000 customers served per year), inquiries (over 120,000 calls handled), approval, payments (averaging 6,300 transactions per month) and records management (8,000 documents scanned per month) for services to residents and development industry representatives.

#### Changes in Services for 2016 - 2018

- The Integrated Front Counter (IFC) will combine multiple City services into one easy-to-access location in Q1, 2017. It will implement a new integrated citizen service delivery model for the delivery of approximately 100 services from the City of Edmonton Service Centre;
- It is estimated that an additional 25% of services will be incorporated into the IFC which include Assessment and Taxation, Drainage, Bylaw Ticket Administration, ETS/Transportation Operations and Community and Recreation Facilities;
- The Changes in 2016 will be driven by the implementation of business process improvements.

# Branch - Current Planning

## Approved 2016 - 2018 Budget - Program Summary (\$000)

### Program Name - Development Permits

#### Results to be Achieved

Review and issue development permits and compliance certificates, carry out development compliance, and prepare amendments to the Zoning Bylaw.

#### Cost Drivers

- Application volume, quality, and complexity;
- Complexity drivers include infill, multifamily high-rise, and large-scale mixed-use development projects;
- Public notifications required and inspections to be completed.

#### Policy and/or Legislation

Zoning Bylaw 12800

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfer	6,717	7,492	7,679	7,826	7,446	7,128
Subtotal	6,717	7,492	7,679	7,826	7,446	7,128
Intra-municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$6,717	\$7,492	\$7,679	\$7,826	\$7,446	\$7,128
Full - Time Equivalents	72.0	74.0	78.0	79.0	79.0	79.0

#### 2015 Services

- Review and issue over 25,000 development permit applications, provide advice to current and potential applicants;
- Carry out development negotiations with prospective applicants and attend Subdivision and Development Appeal Board (SDAB) hearings;
- Review and maintain Zoning Bylaw 12800 and monitor compliance of approved development permits and zoning regulations;
- Coordinate with Transportation, Drainage, Fire Rescue and other stakeholders for development approval;
- Conduct more than 90 pre-application meetings for major development permits to proactively identify issues and improve application quality;
- Implement Edmonton's Infill Roadmap.

#### Changes in Services for 2016 - 2018

Overall changes for 2016 will be driven by improvement in efficiencies through:

- Expedited development permits program expansion; Zoning Bylaw amendment; online applications and plan circulations;
- Examining notifications and consultation processes and approaches;
- Implementation of Development Completion Permits for major industrial, commercial and residential projects including low density infill development;
- Provide support to and advance actions Edmonton's Infill Roadmap and related motions from Executive Committee.

# Branch - Current Planning

## Approved 2016 - 2018 Budget - Program Summary

(\$000)

### Program Name - Land Development Services

#### Results to be Achieved

The program provides a range of planning services, including coordination and advancement of raw land development between the City and the development industry and planning for future uses. This leads to the construction of municipal infrastructure and fully serviced residential, commercial and industrial lots.

#### Cost Drivers

- Application volume, quality, and complexity, and any associated public consultations required.

#### Policy and/or Legislation

Zoning Bylaw 12800 and Policy C533A Revolving Industrial Servicing Fund.

Resources	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015	Budget	Budget	Budget
			Budget			
Revenue & Transfers	\$835	\$1,187	\$5,295	\$9,985	\$4,110	\$15,813
Expenditure & Transfers	8,303	9,285	13,954	18,954	12,363	23,622
Subtotal	7,468	8,098	8,659	8,969	8,253	7,809
Intra-municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$7,468	\$8,098	\$8,659	\$8,969	\$8,253	\$7,809
Full - Time Equivalents	77.3	79.3	80.3	80.4	80.4	80.4

#### 2015 Services

- Land Development Applications (LDAs), including Area Structure Plans (ASPs), Neighbourhood Structure Plans (NSPs), plan amendments, rezonings, road closures and subdivisions;
- Processing of over 300 subdivision applications, rezoning bylaw coordination, naming and addressing;
- Prepare, negotiate, administer, and uphold over 200 servicing agreements on behalf of the City and utilities;
- Processing of over 300 engineering drawing projects to serve over 6,000 residential lots;
- Processed more than 1500 applications for Construction Completion Certificate (CCC) and Final Acceptance Certificate (FAC);
- Administration of the Revolving Industrial Servicing Fund (RISF).

#### Changes in Services for 2016 - 2018

- Complete review of designing construction standards, continual process improvement, streamlining of CCC and FAC;
- Business automation on Arterial Roadway Assessment (ARA) and Drainage Assessment;
- Piloting different review methods, electronic services for CCC and FAC;
- Renegotiating Service Level Agreements with internal and external partners;
- Implementation of Service Level Agreements for Engineering Drawing Review process.

# Branch - Current Planning

## Approved 2016 - 2018 Budget - Program Summary (\$000)

### Program Name - Safety Codes, Permits and Inspections

#### Results to be Achieved

This program monitors the construction of buildings and structures for compliance with the Alberta Safety Codes Act through site inspections. Services include the review and issuance of permits for structural and mechanical building plans, as well as electrical systems.

#### Cost Drivers

- Application quality, complexity and volume;
- Factors of complexity include the number of multifamily high-rise developments and large-scale projects such as Edmonton Ice District.

#### Policy and/or Legislation

Safety Codes Permit Bylaw 15894, Safety Codes Act and Quality Management Plan (QMP).

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	10,625	12,087	12,965	12,948	12,425	11,932
Subtotal	10,625	12,087	12,965	12,948	12,425	11,932
Intra-municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	\$10,625	\$12,087	\$12,965	\$12,948	\$12,425	\$11,932
Full - Time Equivalents	74.0	82.0	104.0	104.0	104.0	104.0

#### 2015 Services

- Examine drawings for compliance with codes;
- Issue more than 50,000 permits for residential and commercial projects;
- Provide consultation to Edmonton's residents, contractors and professionals on major projects;
- Complete over 100,000 inspections to monitor compliance with approved plans;
- Issue occupancy stickers and investigate complaints from customers.

#### Changes in Services for 2016 - 2018

- Adoption of new codes and standards and changes to current structure of permits and inspection services;
- Implementation of improved Service Delivery Model and Performance Management System for building and electrical permitting;
- Risk-based inspections as recommended by the Office of the City Auditor.

# Branch - Current Planning

## Approved 2016 - 2018 Budget - Program Summary (\$000)

### Program Name - Vehicle for Hire

#### Results to be Achieved

Taxis, limousines, shuttle businesses, vehicles and drivers must be properly licensed to legally operate in the City. The program monitors that all related businesses, vehicles and drivers are licensed and adhere to all bylaws and regulations.

#### Cost Drivers

- Application volume and the number of licensed vehicles, drivers and businesses operating in Edmonton.
- Vehicle inspections, on-road enforcement, and the coordination of the Industry Advisory Group.

#### Policy and/or Legislation

Vehicle for Hire Bylaw 14700

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	849	1,018	996	996	1,014	1,021
Expenditures & Transfers	812	819	996	996	1,014	1,021
Subtotal	(37)	(199)	-	-	-	-
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	(\$37)	(\$199)	-	-	-	-
Full-Time Equivalents	6.0	6.0	6.0	6.0	6.0	6.0

#### 2015 Services

- Vehicle for Hire Bylaw governance and maintenance;
- Taxi brokerage, limousine and shuttle business licensing;
- Vehicle registration, licensing and inspections - driver licensing;
- Increased on-road presence and compliance continues to be a priority;
- Facilitation of the Vehicle for Hire Industry Advisory Group;
- Completion of 400 limousine inspections;
- Inspection of more than 1,300 taxi vehicles twice in the year;
- Approximately 100 fines issued for unlicensed Vehicle for Hire services;
- Implementation of two-year driver licences.

#### Changes in Services for 2016 - 2018

- Respond to technology based taxi services in the market;
- Discussion and implementation of new Vehicle for Hire Bylaw which address changes in the industry;
- Review of the enforcement program.

# Branch - Current Planning

**Program - Customer Services and Operations**  
**Title - Customer Services & Operations- Increased Service Volumes**

**Growth on Existing Service**  
**Funded**  
**On-going**

## Results to be Achieved

This program is responsible for developing increased capacity to meet service demands and ongoing refinement, configuration and sustainment of business systems and processes. Positions will be filled in response to growth in service demands and will be funded by increased revenues. In the event revenues or application volumes do not meet projected level of growth, some positions may not be filled.

This program will also ensure the delivery of desired service levels as well as the achievement of performance targets which are established in consultation with the development industry and Business Advisory Committee.

## Description

The Current Planning Branch recommends a total of 44 positions (12.0 in 2016, 15.0 in 2017, 17.0 in 2018 before annualization). The positions will provide the Branch flexibility to support safety codes, customer service, planning, development and development coordination to accommodate increased service demands. These positions may also be used to support other City business areas that provide technical input into applications, such as Transportation Planning and Parks Planning.

It is recognized that recent Gross Domestic Product (GDP) forecasts have been lowered; however, this service package provides flexibility to the Branch to respond to positive shifts in economic activity. The service packages will also enable the Branch to allocate resources more efficiently and reduce costs (for instance, currently overtime is used to support increased service volumes). Positions are only filled when service demands require, and any required costs are covered from revenues collected from user fees. Moreover, as Current Planning operates on a full cost recovery model, there is no impact on the tax levy.

## Justification

Although Current Planning continues to improve operational efficiency, current staffing resources are insufficient to manage service levels in the event that there is an increase in application volumes. Not funding this service package could result in service delivery delays, longer service lines, ongoing dependence on overtime for basic service delivery, and dissatisfaction among citizens and the development industry.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	\$568	568	-	6.0	\$711	711	-	7.5
New Budget	\$568	568	-	6.0	\$712	712	-	7.5	\$820	820	-	8.5
<b>Total</b>	<b>\$568</b>	<b>568</b>	<b>-</b>	<b>6.0</b>	<b>\$1,280</b>	<b>1,280</b>	<b>-</b>	<b>13.5</b>	<b>\$1,531</b>	<b>1,531</b>	<b>-</b>	<b>16.0</b>



# Branch - Current Planning

**Program - Customer Services and Operations**  
**Title - Mature Community Development Team**

**New or Enhanced Service**  
**Funded**  
**On-going**

## Results to be Achieved

This program aims to deliver improvements to process and practices and facilitate enhanced coordination and communication related to mature and established neighbourhood development. The team will identify best practices related to fees, incentives or penalties measures, and establish a single point of contact to improve builder and community communication and relationships. This program will contribute to the City's strategic growth and development plan of The Way We Grow.

## Description

Current Planning recommends five (5) positions to address regulatory, communication, and relationship issues specific to mature and established neighbourhood developments. The team will liaise with existing areas to recommend policy or process changes (including fee changes, incentives or penalties) and improve education, development standards and communication between stakeholders. These resources will proactively deliver community updates, collect and manage feedback and be a single point of contact for inquiries from Council, builders and the community. The team will also work to facilitate the resolution of neighbour/builder disputes by educating all stakeholders on reasonable expectations for best practices and encouraging compliance and communication to achieve those best practice standards. Existing Current Planning resources will support this team by developing and publishing accessible web or paper content through existing publications, marketing programs or community education presentations.

## Justification

There is currently no dedicated team as a single point of contact for a coordinated response to identified issues with development in mature and established neighbourhoods. If this service package is not undertaken, response to feedback could be slow resulting in a lost opportunity to implement process or policy improvements. Residents, builders and the community may also have unclear expectations due to the lack of information surrounding the development in mature and established neighborhoods. Moreover, Current Planning may not be able to fulfill Council's desire to establish a single point of contact and improve stakeholder relationships in mature and established neighborhood.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$513	513	-	5.0	\$14	14	-	-	\$19	19	-	-
<b>Total</b>	<b>\$513</b>	<b>513</b>	<b>-</b>	<b>5.0</b>	<b>\$14</b>	<b>14</b>	<b>-</b>	<b>-</b>	<b>\$19</b>	<b>19</b>	<b>-</b>	<b>-</b>

# Branch - Real Estate, Housing and Economic Sustainability

---

## Introduction

The Real Estate, Housing and Economic Sustainability Branch leverages a diverse array of land development, planning and policy expertise, as well as develops strategic partnerships to achieve Council's vision for a prosperous and vibrant city. The branch provides a range of programs and services including the following:

- Economic programs to support the City's *The Way We Prosper* economic development plan
- Urban renewal through programs and Community Revitalization Levy catalyst projects
- Policies and programs to reduce homelessness, support affordable housing, and offer diverse housing choices
- Development of surplus school sites
- Civic Accommodation Transformation
- Property management and leasing
- Corporate land administration, appraisals, acquisition, and sales services that support activities throughout Administration
- Land development and administration to achieve city-building objectives
- Leadership on a new corporate Industrial Transformation Roadmap
- Enterprise Land Development activities as presented in the Land Enterprise portion of the budget

The branch also provides a critical link and support to agencies including HomeEd, Edmonton Economic Development Corporation, Edmonton Chamber of Commerce, industry, and the city's Business Revitalization Zones.

The branch develops, maintains, and leads implementation of *The Way We Prosper* through economic diversity and sustainability programs targeting industrial, commercial, and small business development. The branch also contributes to outcomes under *The Way We Live*, *The Way We Grow*, and *The Way We Green*.

The Real Estate, Housing and Economic Sustainability Branch combines real estate and land development expertise to create synergies across a diverse portfolio. The branch will continue to leverage these synergies to advance transformative initiatives that support the City's strategic plans. Among these transformative initiatives are the following: Civic Accommodation Transformation; programs to catalyze business investment; the Downtown, Quarters and Belvedere Community Revitalization Levies that transform urban form; the Downtown Arena and Entertainment District; the Homelessness Advisory Committee; the Affordable Housing Strategy; and leadership to advance the industrial portfolio.



# Branch - Real Estate, Housing and Economic Sustainability

---

Real Estate, Housing and Economic Sustainability endeavours to anticipate changes that may affect our work and has identified the following emerging issues:

Impacts of reduced funding from other orders of government:

- Reduced opportunities for joint housing initiatives with external partnerships that are created through shared funding models. At present there is no Provincial funding for creation of new affordable housing. A number of service packages have been included in this budget to help address these housing needs. An additional request for capital costs will be brought forward in the Spring 2016 Supplemental Capital Budget Adjustment.
- Impact of the Mayor's Poverty Elimination Task Force recommendations on the mandate for the City's involvement in housing and homelessness. The recommendations put forward by the Task Force may put pressure on existing resources for City housing initiatives and programs.
- Reduced funding available for not-for-profit tenant building maintenance and repair costs.
- Reduced funding available for land acquisition for corporate capital projects.

Corporate support for internal City-wide projects:

- Successful Civic Accommodation Transformation requires corporate-wide support, in addition to dedicated corporate resources to manage the change.
- New corporate land governance model and processes require corporate coordination and resourcing.
- Increased demand for appraisal and leasing services from other areas of the corporation.

Public support for programs and projects:

- Surface parking lots as a barrier to development in The Quarters Downtown CRL area.
- Public concern for the Edmonton Arena District's impact on vulnerable citizens and social agencies.

Real estate programs and initiatives:

- Lack of capital resources to maintain, renovate or sell City-owned historic properties.
- Contingency funding required for unanticipated land remediation costs.

Economic conditions

- Economic fluctuations may create uncertainty around forecasting for land sales and acquisitions and for the industrial portfolio.

Land Governance

- Council's consideration of the Municipal Development Corporation could have an impact on the disposition of City land and the Branch budget. A service package has been submitted to help fund these corporate efforts and to ensure Administration has the resources to set up the corporation and provide it with the lands to achieve successful city-building outcomes.

## Impact of Previous Council Decisions

- Implementing Council's expectation for the affordable housing development on 17 surplus school sites and for the inclusion of 20% affordable housing in Blatchford requires additional capital and operating funding.
- Council's consideration of the Housing Strategy may have operating and capital impacts.
- Consideration of a new Industrial Transformation Roadmap may impact operating and capital budgets.
- Ongoing implementation of Civic Accommodation Transformation is involving all departments across Administration; initial occupancy for the new Edmonton Tower is projected for November 2016.
- Regional efforts to align business attraction and retention strategies continue to evolve with all stakeholders.

# Branch - Real Estate, Housing and Economic Sustainability

## Positive Change - Innovation & Continuous Improvement

Process and Service Improvements	<ul style="list-style-type: none"> <li>• Corporate land governance review and development of criteria to evaluate all City land to determine need for City purposes.</li> <li>• Business process reviews in Surplus Properties, Building and Land Management, and Appraisals improved efficiencies, reporting, knowledge transfer and workflow management.</li> <li>• Alternative Work Strategies will adopt an innovative range of technologies and workplace strategies to increase employee satisfaction and productivity.</li> <li>• Testing new public engagement process to inform surplus building site development.</li> <li>• New cross-functional model for monitoring and responding to Business Revitalization Zone (BRZ) concerns, including an interdepartmental Branch Managers' Service Delivery Team, is improving the City's ability to timely and effectively resolve BRZ concerns.</li> <li>• Responsible Hospitality Edmonton program review prioritized activities and streamlined resources dedicated to ensuring a safe and vibrant nighttime economy.</li> <li>• Property Sales and Acquisitions' shift to electronic documents and online registration improved efficiency.</li> <li>• Digitization and secure online sharing of Land Administration documents will improve efficiency and reduce document costs and processing time.</li> <li>• Proactive servicing work of Edmonton Energy and Technology Park is creating new industrial investment opportunities</li> <li>• New Business Retention and Expansion Program is solving challenges to retaining existing industrial investors in the city.</li> <li>• Improved engagement processes related to Housing and Homelessness work involve communicating with communities/stakeholders earlier and bringing awareness of housing needs prior to the start of non-market housing proposals.</li> <li>• Off-street parking management transitioned to Transportation Services to realize efficiencies and enhance coordination of corporate decision making.</li> <li>• Using new communication tools, such as posting results of First Place Program community design engagement process on Facebook, to improve public access to information.</li> </ul>
New Service Offering and Standard	<ul style="list-style-type: none"> <li>• New sustainability standards ensure multi-family lots sold by the City achieve Built Green certifications and industrial/commercial lots achieve LEED or equivalent designations.</li> <li>• Facade Improvement Program and Development Incentive Program expanded to include new sites such as those supported by the Corner Store Program.</li> <li>• Responsible Hospitality Edmonton is leading the implementation of the British "Purple Flag" program on 104 Street, the first deployment in North America of this successful management tool for safe and healthy nightlife zones.</li> <li>• Exploring cost-recovery models for utility rights of way to reduce costs.</li> </ul>
New Tools	<ul style="list-style-type: none"> <li>• A new Downtown Streetscape Manual and typology is being developed to facilitate an integrated, coordinated, and consistent approach to streetscape improvements.</li> <li>• Centralized and integrated service delivery model for administrative support.</li> <li>• A new Industrial Transformation Roadmap outlines a cross-functional plan to grow and diversify the City's non-residential tax base.</li> </ul>

# Branch - Real Estate, Housing and Economic Sustainability

## Approved 2016-2018 Budget - Branch Summary by Program

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	6,797	9,826	5,336	12,948	11,477	8,205
Grants	3,677	3,183	8,595	9,178	3,453	1,335
Transfer from Reserves	972	1,284	4,525	8,685	6,331	5,571
<b>Total Revenue &amp; Transfers</b>	<b>\$11,446</b>	<b>\$14,293</b>	<b>\$18,456</b>	<b>\$30,811</b>	<b>\$21,261</b>	<b>\$15,111</b>
<b>Expenditure &amp; Transfers</b>						
Building and Land Management	21,353	21,102	22,278	28,176	38,395	29,855
Civic Property Services	1,680	4,974	1,459	5,556	3,250	4,518
Economic Sustainability	3,411	2,944	3,476	5,103	4,136	3,158
Housing and Homelessness	15,767	16,210	19,983	24,559	17,010	14,273
Property Sales and Acquisitions	1,133	1,114	1,834	1,633	1,766	1,830
Urban Renewal	1,232	2,249	1,216	1,235	1,242	1,250
<b>Total Expenditure &amp; Transfers</b>	<b>\$44,576</b>	<b>\$48,593</b>	<b>\$50,246</b>	<b>\$66,262</b>	<b>\$65,799</b>	<b>\$54,884</b>
<b>Net Operating Requirement</b>	<b>\$33,130</b>	<b>\$34,300</b>	<b>\$31,790</b>	<b>\$35,451</b>	<b>\$44,538</b>	<b>\$39,773</b>
<b>Full-time Equivalents</b>	125.0	117.0	128.0	139.0	140.0	140.0

# Branch - Real Estate, Housing and Economic Sustainability

## Approved 2016-2018 Budget - Branch Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	6,797	9,826	5,336	12,948	11,477	8,205
Grants	3,677	3,183	8,595	9,178	3,453	1,335
Transfer from Reserves	972	1,284	4,525	8,685	6,331	5,571
<b>Total Revenue &amp; Transfers</b>	<b>\$11,446</b>	<b>\$14,293</b>	<b>\$18,456</b>	<b>\$30,811</b>	<b>\$21,261</b>	<b>\$15,111</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	10,893	11,959	13,591	15,036	15,522	15,913
Materials, Goods, and Supplies	1,044	717	516	587	596	603
External Services	4,712	6,198	4,713	7,965	9,345	6,752
Fleet Services	-	-	-	-	-	-
Intra-municipal Charges	1,446	1,359	2,195	1,655	1,531	1,554
Utilities & Other Charges	32,807	34,886	43,756	56,743	57,912	46,913
Transfer to Reserves	7,049	8,407	2,546	4,351	3,197	3,812
Subtotal	57,951	63,526	67,317	86,337	88,103	75,547
Intra-municipal Recoveries	(13,375)	(14,933)	(17,071)	(20,075)	(22,304)	(20,663)
<b>Total Expenditure &amp; Transfers</b>	<b>\$44,576</b>	<b>\$48,593</b>	<b>\$50,246</b>	<b>\$66,262</b>	<b>\$65,799</b>	<b>\$54,884</b>
<b>Net Operating Requirement</b>	<b>\$33,130</b>	<b>\$34,300</b>	<b>\$31,790</b>	<b>\$35,451</b>	<b>\$44,538</b>	<b>\$39,773</b>
<b>Full-time Equivalents</b>	<b>125.0</b>	<b>117.0</b>	<b>128.0</b>	<b>139.0</b>	<b>140.0</b>	<b>140.0</b>

# Branch - Real Estate, Housing and Economic Sustainability

---

## Budget Changes for 2016-2018

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc.

In 2016, there is an increase of \$7,612 which is comprised of First Place Program sales, Civic Accommodation Transformation (CAT) receipts and other minor changes in fees.

In 2017, there is an incremental decrease of (\$1,471) which is comprised of a decrease in First Place Program sales, offset by Civic Accommodation Transformation (CAT) receipts.

In 2018, there is an incremental decrease of (\$3,272) which is comprised of an increase in First Place Program sales, offset by a decrease in Civic Accommodation Transformation (CAT) receipts and other minor changes in fees.

#### Grants and Transfer from Reserves

The changes in Grants and Transfer from Reserves is related to Cornerstones I and II. In 2016 there is an increase of \$4,743 related to Cornerstones I development. In 2017 there is an incremental decrease of (\$8,079) as Cornerstones I is completed. In 2018 there is an incremental decrease of (\$2,878) as Cornerstones II is completed.

### Expenditures & Transfers - Changes

#### Personnel

There is an incremental increase of \$1,445 in 2016, \$486 in 2017, and \$391 in 2018 which reflect the changes in full-time equivalents as described below, in conjunction with adjustments to account for approved cost of living adjustments, movement to job rate and benefit changes.

#### Materials, Goods, and Supplies

In 2016 there is an increase of \$71 to cover equipment lease costs. There are incremental increases of \$9 in 2017 and \$7 in 2018 which reflects escalating equipment lease costs.

#### External Services

In 2016 there is an increase of \$3,252 which is comprised of First Place Program costs, moving costs (CAT), building renovation costs (reallocated from Intra-municipal charges), and decrease in commissions.

In 2017 there is an incremental increase of \$1,380 which is comprised of a decrease in First Place Program costs, moving costs (CAT), and other minor changes.

In 2018 there is an incremental decrease of (\$2,593) which is comprised of an increase in First Place Program costs, decrease in CAT related costs, and other minor inflationary changes.

#### Intra-municipal Charges

In 2016 there is an incremental decrease of (\$540) which is comprised of (\$467) building renovation charges reallocated to external services, and decreases in engineering and other charges. In 2017 there is an incremental decrease of (\$124) due to a lease expiry. The increase in 2018 reflects inflationary changes.



## Branch - Real Estate, Housing and Economic Sustainability

---

### Utilities & Other Charges

In 2016, there is an increase of \$12,987 which is comprised of \$530 First Place Program site development costs, \$6,119 leasing, administrative and parking costs, \$1,250 in Regional Economic Development Initiatives, \$4,578 Cornerstones I development costs, \$709 increase in lease portfolio, \$116 increase in travel & training, and increases in property taxes and other charges.

In 2017, there is an incremental increase of \$1,169 which is comprised of an overall increase in leasing and parking costs, decrease in Regional Economic Development Initiatives, decrease in Cornerstones I development costs, decrease in lease portfolio, increase in utilities and minor decreases in other charges.

In 2018, there is an incremental decrease of (\$10,999) which is comprised of a decrease in administrative costs (CAT), decrease in lease costs, decrease in Regional Economic Development Initiatives, decrease in Cornerstones II development, increase in lease portfolio and increase in utilities.

### Transfer to Reserves

The fluctuation in the Transfer to Reserves is a direct result of the changes in revenues and expenditures with regards to the First Place Program. The changes described in User Fees, External Services, and Utilities & Other Charges, in conjunction with the existing base of \$130, net to the change in the Transfer to Reserve.

### Intra-municipal Recoveries

In 2016, there is an increase of (\$3,004) in recoveries which is comprised of moving and leasing cost recoveries (CAT), downtown lease recoveries, staff recoveries, and lease portfolio recoveries.

In 2017, there is an incremental increase of (\$2,229) in recoveries which is comprised of moving and leasing cost recoveries, a decrease in lease portfolio recoveries.

In 2018, there is an incremental decrease of \$1,641 which is comprised of a decrease in moving cost recoveries (CAT), a decrease in downtown lease recoveries, and an increase in lease portfolio recoveries.

### Civic Accommodation Transformation (CAT)

The City of Edmonton has entered into a lease to occupy the Edmonton Tower being constructed downtown. Starting in late 2016 the City will begin to consolidate its downtown staff in the new building, resulting in impacts to costs and revenues as described above.

### Full-Time Equivalents - Changes

In 2016, there is an incremental increase of eleven FTEs due to the Edm Research Park (City Admin), Building and Land Management, and Surplus Property Review service packages.

In 2017, there is an incremental increase of one FTE due to the Building and Land Management service package (two new FTEs in 2017) offset by a reduction in the 2015 Chinatown service package (decrease of one FTE in 2017).

# Branch - Real Estate, Housing and Economic Sustainability

## Approved 2016 - 2018 Budget - Program Summary (\$000)

### Program Name - Building and Land Management

#### Results to be Achieved

The program provides efficient leasing and property management and accommodation planning for civic owned and leased facilities, maximizing revenues where applicable, and ensures the City's interests are protected as both a landlord and tenant. The program also effectively delivers on the Civic Accommodation Transformation and maintains complete and accurate information regarding the corporate land and building inventory.

#### Cost Drivers

- Escalating rental costs and associated operating costs
- Growing inventory of owned/leased space
- Utility costs: rate variability and increases due to new facilities

#### Policy and/or Legislation

*Municipal Government Act*

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	\$6,152	\$6,124	\$4,977	\$8,709	\$9,574	\$5,070
Expenditures & Transfers	31,931	30,275	35,952	44,614	57,044	46,846
Subtotal	25,779	24,151	30,975	35,905	47,470	41,776
Intra-Municipal Recoveries	(10,577)	(9,175)	(13,675)	(16,438)	(18,650)	(16,993)
Net Operating Requirement	\$15,202	\$14,976	\$17,300	\$19,467	\$28,820	\$24,783
Full-Time Equivalents	49.0	49.0	51.0	60.0	62.0	62.0

#### 2015 Services

- Managed City-owned space leased to the public: 211 commercial, 148 residential, 919 utility lots and 95 nonprofit corporations.
- Management of civic accommodation portfolio of 2.3 million square feet of leased/owned office space.
- Transitioned the management of off-street parking to Transportation Services to realize efficiencies and enhance coordination of corporate decision making.
- Improved civic use space square footage utilization, resulting in a reduction of space costs per person.
- Implemented Administrative Directive resulting in 25 percent workspace footprint savings.
- Completed programming for the Civic Accommodation Transformation.
- Implemented other major change projects: Alternative Work Strategies, WORKshift, Sustainable Corporate Facility Strategy, Corporate Accommodation Strategy.
- Maintained complete and accurate inventory of over 9300 corporate land holdings.
- Developed the criteria for the contaminated sites reporting.

#### Changes in Services for 2016 - 2018

- Increasing focus on programs to improve overall civic space utilization with a target of 150 square feet of useable space per employee.
- Increasing focus on implementation of corporate-wide Civic Accommodation Transformation.
- Maintaining inventory of contaminated sites to comply with financial audit requirements.
- Maximizing and creating revenue generating opportunities.
- Centralization of property management services for the corporation's leased inventory.
- Improved coordination of interdepartmental initiatives for suburban sites.

# Branch - Real Estate, Housing and Economic Sustainability

## Approved 2016 - 2018 Budget - Program Summary (\$000)

### Program Name - Civic Property Services

#### Results to be Achieved

The program oversees functions critical to the stewardship of municipal resources including the appraisal of land for capital projects and municipal surplus land developments. The program provides: appraisal services to support acquisition, disposition and management of corporate real estate assets to achieve Council objectives and deliver services to citizens; manages the corporate process to determine if surplus school sites should be acquired for civic purposes; and engages the public to explore future use of surplus land before recommending new uses to Council.

#### Cost Drivers

- Increased demand for appraisal services from client departments
- Increased requirement for technical studies to inform public engagement activities (e.g. geotechnical, transportation impact, environmental site assessments, drainage assessments)
- Increased demand for and complexity of public engagement and communication activities
- Increased costs for servicing (capital), planning and administration of surplus municipal projects

#### Policy and/or Legislation

*Municipal Government Act*, City Policy C583 - Guidelines for Development of the 2009 Surplus School Sites, City Policy C454 - Creation and Transfer of School Sites to School Boards

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	-	\$3,059	\$130	\$4,011	\$1,675	\$2,907
Expenditures & Transfers	3,259	9,737	2,619	6,932	4,632	5,908
Subtotal	3,259	6,678	2,489	2,921	2,957	3,001
Intra-Municipal Recoveries	(1,579)	(4,763)	(1,160)	(1,376)	(1,382)	(1,390)
Net Operating Requirement	\$1,680	\$1,915	\$1,329	\$1,545	\$1,575	\$1,611
Full-Time Equivalents	12.0	12.0	12.0	14.0	14.0	14.0

#### 2015 Services

- Expanded public engagement related to surplus school sites.
- Successfully completed extensive public engagement First Place Program sites in Kirkness, Belle Rive, Haddow.
- Engaged Ogilvie Ridge and Keheewin communities to finalize new public engagement process pilot and began pilot process implementation.
- Completed over 350 real estate appraisals.
- Identified municipal properties appropriate for inclusion in the proposed Municipal Development Corporation.
- Managed 100 sales to first time home buyers on four First Place Program building sites: Casselman, Bearspaw, Larkspur, and Kernohan.
- Planned, serviced and reviewed budget of potential municipal surplus land for the next three years.

#### Changes in Services for 2016 - 2018

- Expanding public engagement activities associated with vacant building sites.
- Leading the corporate land governance review in advance of a review of corporate land holdings.
- Two additional FTEs to provide capacity for ongoing review of City land inventory and identifying land that is surplus to municipal requirements.

# Branch - Real Estate, Housing and Economic Sustainability

## Approved 2016 - 2018 Budget - Program Summary (\$000)

### Program Name - Economic Sustainability

#### Results to be Achieved

The program manages *The Way We Prosper's* economic diversification activities that are led and facilitated by Administration. The activities include focused business and industrial growth, retention and expansion through the following: strategic marketing and promotion; support for the City's Business Revitalization Zones; enhanced local economic growth through the Corner Store program; and City involvement in the Northern Circumpolar Secretariat.

#### Cost Drivers

- Dedicated resources for proactive industrial investment program for the Edmonton Energy and Technology Park
- All-inclusive economic growth will require collaboration with multiple stakeholders including Edmonton Economic Development Corporation and the Edmonton Chamber of Commerce
- Additional economic growth priorities such as the Chinatown Economic Development Plan

#### Policy and/or Legislation

*Municipal Government Act* (Business Revitalization Zones), Business Revitalization Zone Bylaws, City Policy C216B - Façade Improvement Program Policy, City Policy C553B - Development Incentive Program Policy

#### Resources

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	-	\$331	\$775	\$941	\$495	\$441
Expenditures & Transfers	3,452	3,479	4,104	5,756	4,800	3,830
Subtotal	3,452	3,148	3,329	4,815	4,305	3,389
Intra-Municipal Recoveries	(41)	(535)	(628)	(653)	(664)	(672)
Net Operating Requirement	\$3,411	\$2,613	\$2,701	\$4,162	\$3,641	\$2,717
Full-Time Equivalents	13.0	13.0	14.0	14.0	13.0	13.0

#### 2015 Services

- Focused on collaborative initiatives with Alberta's Industrial Heartland Association and Edmonton Economic Development Corporation to market the Edmonton Energy and Technology Park
- Delivered on *The Way We Prosper's* corporate performance measurement and risk management requirements
- Developed and began implementing an industrial marketing and promotion strategy
- Launched Phase I of the Chinatown Economic Development Plan
- Hosted regional Business Revitalization Zone administrators workshops
- Redefined the service delivery framework for the Business Revitalization Zones
- Facilitated the establishment of a Northern Circumpolar Secretariat
- Established new business processes and databases to make industrial and small business marketing, follow-up, and aftercare more efficient and proactive (CRM and Site Locator)

#### Changes in Services for 2016 - 2018

- Expanding the Corner Store Pilot Program and presenting a strategy/model for full-scale implementation
- Focusing on Northern Circumpolar Secretariat initiatives to support the Northern Relations Council Initiative
- Further enhancing the industrial portfolio including industrial marketing tools and materials through the City's new industrial website, sector profiles, and a competitive industrial communication plan
- Supporting new cross-functional model for Business Revitalization Zone services and focus on Business Revitalization Zone economic development support
- Tracking, monitoring, and improving the performance and delivery of *The Way We Prosper* initiatives

# Branch - Real Estate, Housing and Economic Sustainability

## Approved 2016 - 2018 Budget - Program Summary (\$000)

### Program Name - Housing and Homelessness

#### Results to be Achieved

The program addresses the need for affordable housing and reducing homelessness through delivery of the City's Cornerstones grants, policy development and the Landlord and Tenant Advisory Board. The program also supports our partners, such as HomeEd, Capital Region Housing Corporation, Greater Edmonton Foundation, and Homeward Trust, in fulfilling their mandates.

#### Cost Drivers

- Population growth and in-migration to our city
- Economic fluctuations
- Increased public engagement
- Increasing construction costs
- Reduced funding from other levels of government

#### Policy and/or Legislation

10 Year Plan to End Homelessness, *The Way We Live, The Way We Grow*

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	\$5,294	\$4,691	\$12,573	\$17,150	\$9,517	\$6,693
Expenditures & Transfers	16,469	16,217	19,983	24,559	17,010	14,274
Subtotal	11,175	11,526	7,410	7,409	7,493	7,581
Intra-Municipal Recoveries	(702)	(6)	-	-	-	-
Net Operating Requirement	\$10,473	\$11,520	\$7,410	\$7,409	\$7,493	\$7,581
Full-Time Equivalents	31.0	24.0	24.0	24.0	24.0	24.0

#### 2015 Services

- Completion of a new Housing Policy Framework to deliver housing in a more strategic way
- City-wide Housing and Homelessness education and awareness campaign
- Completion and evaluation of HOPE pilot program and all other housing programs
- Organized the Mayor's Roundtable on Housing and Social Housing Regeneration Advisory Group (SHRAG)
- Partnered with EPS and 16 external agencies to develop a coordinated response to 'heavy users of service'
- Completed a review of the City's inclusionary housing program
- Initiation of the Seniors' Housing pilot in partnership with the Greater Edmonton Foundation in Sakaw
- In 2015, an estimated \$8.5 million was committed towards the provision of 244 Cornerstones Affordable Housing units.
- Developed and obtained Council approval for City Policy C583 - Guidelines for Development of the 2009 Surplus School Sites
- Developed a strategy for provision of affordable housing in Blatchford
- Provided Landlord and Tenant Advisory Board services

#### Changes in Services for 2016 - 2018

- Development of internal Homelessness Committee
- Subject to funding approvals, First Place program in inner city, development on surplus school sites, Blatchford affordable housing developments, and implementation of recommendations from the SHRAG report

# Branch - Real Estate, Housing and Economic Sustainability

## Approved 2016 - 2018 Budget - Program Summary (\$000)

### Program Name - Property Sales and Acquisitions

#### Results to be Achieved

The program oversees functions critical to the stewardship of municipal resources, including the sale and acquisition of land (improved/vacant) for all corporate capital projects and land inventory.

#### Cost Drivers

- Increasing values for land and higher expropriation costs
- Short timelines to acquire needed properties
- Expanded corporate capital program
- Increased need for feasibility assessments

#### Policy and/or Legislation

*Municipal Government Act, Expropriation Act*

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	1,558	1,464	3,442	3,241	3,374	3,438
Subtotal	1,558	1,464	3,442	3,241	3,374	2,156
Intra-Municipal Recoveries	(426)	(350)	(1,608)	(1,608)	(1,608)	(1,608)
Net Operating Requirement	\$1,132	\$1,114	\$1,834	\$1,633	\$1,766	\$1,830
Full-Time Equivalents	14.0	14.0	22.0	22.0	22.0	22.0

#### 2015 Services

- Provided consulting and feasibility analysis services for land acquisition projects.
- Led sales services to support Land Enterprise activities and acquired land in support of capital projects.
- Monitored properties for sale in areas impacted by major municipal projects and take advantage of opportunity purchase situations.
- Prepared agreements, documentation, and reports required for administrative or Committee purchase approval.
- Coordinated due diligence for proposed property acquisitions including valuation, environmental/geotechnical testing, and legal review.
- Acquisition of \$30.6 million in property interests for corporate purposes.
- Continued negotiations on \$53 million in property interests which may carry forward to future years depending on acquisition timing.
- Developed marketing plans and strategies for real estate disposition.
- Projected sales of \$57.6 million of surplus and development properties.

#### Changes in Services for 2016 - 2018

- Implementing new sustainability standards to ensure that multi-family lots sold by the City achieve Built Green certifications and industrial/commercial lots achieve LEED or equivalent designations.

# Branch - Real Estate, Housing and Economic Sustainability

## Approved 2016 - 2018 Budget - Program Summary (\$000)

### Program Name - Urban Renewal

#### Results to be Achieved

The program supports Council's vision for a vibrant and inclusive city core that attracts new residents and investments and creates a high quality urban lifestyle in downtown Edmonton. The program also promotes safe, thriving, late-night environment by managing the many aspects of hospitality zones throughout the city.

#### Cost Drivers

- Increasing demand for input and collaboration with internal and external stakeholders

#### Policy and/or Legislation

The Quarters Area Redevelopment Plan, The Quarters Community Revitalization Plan Bylaw, Zoning Bylaw 12800, Downtown Area Redevelopment Plan, Capital City Downtown Community Revitalization Levy Plan Bylaw, Belvedere Area Redevelopment Plan, Belvedere Community Revitalization Levy Plan Bylaw, *Municipal Government Act*, Municipal Development Plan

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	-	\$88	-	-	-	-
Expenditures & Transfers	1,281	2,353	1,216	1,235	1,243	1,251
Subtotal	1,281	2,265	1,216	1,235	1,243	1,251
Intra-Municipal Recoveries	(49)	(103)	-	-	-	-
Net Operating Requirement	\$1,232	\$2,162	\$1,216	\$1,235	\$1,243	\$1,251
Full-Time Equivalents	6.0	5.0	5.0	5.0	5.0	5.0

#### 2015 Services

- Developed an Urban Design Interface plan for 103A/104 Avenue between 95 Street and 112 Street in the Capital City Downtown Plan, The Quarters Downtown Plan, Civic Master Precinct Plan, and other adjacent Master Plans.
- Worked with ENMAX and EPCOR to complete a business case for a Downtown District Energy System.
- Implementation of catalyst projects in the Capital City Downtown Revitalization Levy Plan.
- Ensured licensed venues, through the Public Safety Compliance Team, know and comply with rules and standards to keep people safe.
- Prepared Purple Flag accreditation application (relates to safety, diversity, vibrancy of nightlife/hospitality) for 104 Street.

#### Changes in Services for 2016 - 2018

- Implementation of other Capital City Downtown catalyst projects: Downtown Stormwater Drainage Servicing, Green and Walkable Downtown - Arena Civic Interface, Warehouse Campus Neighbourhood Central Park Land Acquisition, design and construction of Alex Decoteau Park, Jasper Avenue New Vision.
- Implementation Phase II of The Quarters Downtown.



# Branch - Real Estate, Housing and Economic Sustainability

**Program - Civic Property Services**  
**Title - Surplus Property Review**

**New or Enhanced Service**  
**Funded**  
**Ongoing**

## Results to be Achieved

Ongoing review of civic land inventory to ensure best management of City property assets. Surplus city land may be sold or developed if it provides a positive return on investment or meets important city-building objectives.

## Description

This package requests 2 FTEs to provide capacity for ongoing review of the civic property inventory. This review process ensures land is being held for appropriate purposes and disposed of when no longer required. These FTEs would also support the review of civic property inventory that may be available for sale or development by Civic Property Services or the Municipal Development Corporation.

## Justification

Dedicated resources for ongoing review of city land inventory are required to ensure responsible management of the City's significant land assets. Disposing of land that is surplus to municipal requirements is financially responsible and reduces costs associated with holding land that is no longer required or could be sold/developed for financial returns or city-building objectives. Development allows Administration to transform surplus land into new uses aligned with Council's strategic directions contained within "The Ways." Development allows new uses that increase housing choice, density and neighbourhood vitality in residential areas and increase employment and tax levy earning in commercial and industrial areas.

The \$216 required to fund the two FTEs in this package is provided by Land Enterprise. This increase has no net impact on tax levy.

Incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	2.0	-	-	-	-	-	-	-	-
Total	-	-	-	2.0	-	-	-	-	-	-	-	-

# Branch - Real Estate, Housing and Economic Sustainability

**Program - Building and Land Management**  
**Title - Edm Research Park - City Admin**

**Growth on Existing Service**  
**Funded**  
**Ongoing**

## Results to be Achieved

Provide professional leasing, property management, and facilities maintenance support for the Edmonton Research Park, under the new business model recommended for adoption. The FTEs and resources required will ensure that the vision for the Edmonton Research Park is achieved.

## Description

The Edmonton Research Park has three multi-tenant buildings consisting of approximately 151,000 square feet and approximately 50 lease agreements. The City is working with EEDC to change the governance and business model of the Edmonton Research Park. Under the new model the City will assume building maintenance and leasing responsibilities surrounding the two City owned buildings and will maintain the third EEDC leased building under a contract with EEDC.

Property Management & Leasing - To provide leasing services one Property Manager and one Clerk will be required. These personnel will prepare and administer leases, collect rents, and perform operating cost recoveries and reconciliations, among other tasks.

Facilities Maintenance - To provide the necessary resources for ongoing building maintenance (operating) five new FTEs are required. These FTEs will perform facilities maintenance on a work order basis using preventative maintenance planning and corrective maintenance protocols.

## Justification

Without this funding, the Administration will be unable to deliver on its responsibilities under the new business model recommended for the Edmonton Research Park.

Incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$1,046	-	1,046	7.0	\$17	-	17	-	\$22	-	22	-
Total	\$1,046	-	1,046	7.0	\$17	-	17	-	\$22	-	22	-

# Branch - Real Estate, Housing and Economic Sustainability

**Program - Leasing & Property Management**  
**Title - Building and Land Management**

**Growth on Existing Service**  
**Funded**  
**Ongoing**

## Results to be Achieved

This package will fund four new positions that will use best practices to achieve the following: increase capacity to manage existing and new leasing requirements; generate new revenue opportunities; improve business decisions, rationalize and save costs for the real estate portfolio; and centralize property management services.

## Description

**Civic Accommodation Planning:** One FTE, beginning in 2017, will coordinate interdepartmental initiatives for integrated suburban sites and implement these requirements through long-term master planning that provides productivity efficiencies and cost savings. The Integrated Master Planning initiative supports long-term growth strategies for operations, development, planning, strategic land acquisitions, and the design of land and buildings.

**Revenue Generation:** One FTE, beginning in 2016, will maximize and create revenue generating opportunities including sales and leasing of underutilized real estate and exploring land administration processes for efficiencies.

**Property Management & Leasing Services:** One FTE is required, beginning in 2016, to assume the responsibilities of new leasing projects including the Arena District, ongoing LRT acquisitions and MacEwan University. This FTE will utilize approved technology enhancements to enable better informed decisions in relation to City assets. This new position will also allow for the centralization of property management services for the corporation's leased inventory.

**Land Administration:** One FTE is required, beginning in 2017, to maintain service to the public while meeting the increased demand of external and internal requests related to managing the City's extensive and increasing land inventory.

## Justification

As City and land development increases, so does the need for Leasing and Property Management services. The FTEs in this service package are required to maintain current service levels under increased demands for new leasing projects, public service requirements, and land registration, transfers and sales. Workload in this area has increased by 25 percent in the last three years and is expected to increase further with LRT expansion and future annexation work as more developable land enters the City of Edmonton boundaries. If unfunded, the City and the private development industry's ability to register, transfer or sell land may experience costly delays due to high work volume.

Additionally, these FTEs will achieve cost savings and increase efficiencies and generate new revenue streams. Centralization of this work will also reduce the corporation's risk and increase revenue.

Incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$234	-	234	2.0	\$202	103	99	2.0	\$15	25	(10)	-
Total	\$234	-	234	2.0	\$202	103	99	2.0	\$15	25	(10)	-

# Branch - Real Estate, Housing and Economic Sustainability

**Program - Economic Sustainability**  
**Title - Northern and Industrial Programs**

**Growth on Existing Service**  
**Funded**  
**Ongoing**

## Results to be Achieved

Funding to meet the City's good faith commitment to the founding members of Edmonton's Northern Circumpolar Secretariat.

## Description

Funding will allow for Edmonton's ongoing involvement in a Northern Circumpolar Secretariat, a collaboration between Administration, Edmonton Economic Development, the Edmonton Chamber of Commerce, Edmonton Regional Airports Authority, and the University of Alberta. The Secretariat promotes Edmonton as a critical economic, social, and cultural hub for the North by fulfilling its Mandate in four areas of interest: (1) Target Sector Growth, (2) Business and Policy Advocacy, (3) Political and Community Development, and (4) Research and Education.

## Justification

The City's commitment to a new Northern Circumpolar Secretariat has been funded for 2015, and a portion of the City's first financial contribution to the Secretariat will fund operations into 2016. Additional funding for 2016-2018 is required to meet the City's good faith commitment to the founding members of the Secretariat. Ongoing participation in the Secretariat is critical to sustaining productive relationships with key stakeholders, will facilitate effective coordination and resource sharing between the founding members, and ensure the advancement of Edmonton's interests in the North.

Incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$100	-	100	-	-	-	-	-	-	-	-	-
Total	\$100	-	100	-	-	-	-	-	-	-	-	-

# Branch - Real Estate, Housing and Economic Sustainability

Program - Economic Sustainability Title - Ec Sustainability - BRZ Operational Model Optimization					New or Enhanced Service Funded Ongoing							
Results to be Achieved												
A new FTE will allow for a resource to be dedicated to Business Revitalization Zone (BRZ) support activities in managing the array of new and rehabilitation-oriented capital project work and ongoing delivery of roadway public realm and parking related services for the Zones.												
Description												
A new cross-functional model for monitoring and responding to Business Revitalization issues, including an interdepartmental Branch Managers' Service Delivery Team, is improving the City's ability to timely and effectively resolve issues facing the city's Business Revitalization Zones. This service package requests one permanent FTE within the Transportation Operations Branch to manage capital project work and enhanced maintenance services executed under the new model, including all streetscaping, parking, and lighting activities related to Business Revitalization Zones.												
This position will: Address the Business Revitalization Zones' increased business needs and service level requirements Work with the Zones to develop sustainable capital and maintenance programs and activities to create vibrant and prosperous commercial neighbourhoods Improve communication between the Zones and municipal staff to effectively coordinate resources and staff in responding to Business Revitalization Zone needs and special requests Work across the corporation to ensure the Zones are maintained to a standard commensurate with their high profile as commercial and tourism destinations Work collaboratively with Business Revitalization Zones to implement innovative service delivery pilot projects.												
Justification												
A dedicated position is necessary to effectively advance a new cross-functional model, designed to more effectively meet the needs of Edmonton's Business Revitalization Zones by coordinating capital project work and enhanced maintenance services in these Zones. Not funding this position jeopardizes the success of the new cross-functional model for monitoring and responding to Business Revitalization Zone issues and increases the risk that services related to these Zones will not be delivered to a level that meets their needs and expectations.												
The volume of capital and maintenance work being undertaken in Business Revitalization Zones has significantly increased, generating increased streetscaping, signage, and parking improvement projects from the local business community. The City has also seen an increase in the number of specialized requests to promote the vitality and competitiveness of these Zones. Currently any Business Revitalization Zone associated work is completed on a case-by-case basis by the relevant Transportation Services project manager or area specialist and is part of the various tasks associated with the completion of ongoing capital and operating programs and projects.												
incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$165	-	165	1.0	-	-	-	-	-	-	-	-
Total	\$165	-	165	1.0	-	-	-	-	-	-	-	-

# Branch - Real Estate, Housing and Economic Sustainability

**Program - Economic Sustainability**  
**Title - Ec Sustainability - Main Street and BRZ**  
**Image and Reputation Initiative**

**New or Enhanced Service**  
**Funded**  
**Ongoing**

## Results to be Achieved

Funding will ensure that Edmonton's commercial-oriented streets are effectively maintained to a standard that upholds the image and reputation of Edmonton as a world-class mid-sized city.

Funding will also support enhanced maintenance and minor capital renewal in Business Revitalization Zones that are not supported by either the Main Street Image and Reputation Initiative or the Great Neighbourhoods Initiative. This will ensure equitable support to all of the city's Business Revitalization Zones.

## Description

Whyte Avenue and 124 Street are significant assets to the city as hubs of commercial activity, social gathering places, and tourism destinations. The condition of these main streets, located in the Old Strathcona and 124 Street Business Revitalization Zones, directly affects the image and reputation of the city. As major destinations for local, national and international visitors, main street image and reputation funding is required to ensure these important streets are maintained to a standard commensurate with their visitation levels.

Funding will support an increased level of maintenance services, timely minor capital and aesthetic renewal, and small scale planning initiatives in Edmonton's destination commercial-oriented street areas, currently identified as Whyte Avenue and 124 Street.

Funding will enable the City to respond to emerging issues in a timely manner. A new Interdepartmental Service Delivery Team, in cooperation with the Business Revitalization Zones, will prioritize and oversee effective cross-functional support for increased maintenance and priority minor capital projects that are not scheduled within the multi-year operating or capital budgets. Funding is also requested for similar image and reputation work in six of the city's Business Revitalization Zones that are not able to access small scale funding through the main street or great neighbourhoods initiatives.

Projects may include remedial fixes to streetscape infrastructure (e.g. crumbling sidewalk patches), streetscape infrastructure beautification (parklets), parking studies, seasonal or event-specific service enhancements, etc.

## Justification

The aesthetic appeal and level of maintenance on Whyte Avenue and 124 Street directly affect the experience of visitors to these main streets, our reputation as a city, and have a significant influence on the success of the goals outlined in Edmonton's Economic Development Strategy, The Way We Prosper. Current resources are not adequate to address issues identified as priority by Administration and the Business Revitalization Zones. Proactive and timely improvements are required to maintain these destinations to a standard commensurate with the exposure and usage each area receives.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$250	-	250	-	\$250	-	250	-	\$250	-	250	-
<b>Total</b>	<b>\$250</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>\$250</b>	<b>-</b>	<b>250</b>	<b>-</b>	<b>\$250</b>	<b>-</b>	<b>250</b>	<b>-</b>

# Branch - Urban Planning and Environment

---

## Introduction

Through leadership on *The Way We Grow* and *The Way We Green*, the Urban Planning and Environment Branch creates great places within the continuum of land-use and environmental planning that starts with pursuing long range city-building objectives and ends with day-to-day project and program implementation. The Branch is citizen-focused in its land-use and environmental planning at a regional, city-wide and area/issue specific scale. Examples of Branch commitments are regional planning and annexation, guiding and influencing the city's built form (such as award winning policy projects like "Designing New Neighbourhoods: Guidelines for Edmonton's Future Residential Communities" and "Edmonton's Infill Roadmap"), public realm and environmental resiliency, advancing infill development, promoting complete communities, and facilitating access to the river valley, natural areas and parkland.

The Branch influences and inspires long-term improvements through leadership, coordination, public engagement and effective implementation of *The Way We Grow* and *The Way We Green*. The Branch's work supports Council's 10-year goals by delivering land-use and environmental policy, plans, guidelines and programs (such as the award winning Wildlife Passages); undertaking urban design projects and reviews (such as the award winning Neon Sign Museum); evaluating and developing plans for parkland; coordinating capital projects for parkland and the river valley; and promoting biodiversity throughout the city.



CREATING GREAT PLACES



# Branch - Urban Planning and Environment

---

Urban Planning and Environment endeavours to anticipate changes in the environment in which it exists and has identified the following emerging issues: growth pressures on park development, environmental concerns and energy trends, impacts of new technologies on business processes, reduced funding from other orders of government, impact of oil price on local markets.

## Positive Change - Innovation and Continuous Improvement

The Branch is planning the following Positive Change Initiatives:

1. **PROCESS - Land Development Application Coordination**  
In 2014, the Branch undertook a process review of the internal land development application (LDA) review process and generated six core process recommendations. Efficiency gains through implementation of the recommendations will improve the timeliness and quality of branch responses in support of Current Planning's circulation process.
2. **PROCESS - Scoping for process establishment within Parks + Biodiversity:**
  - a. Creation of a process for integration of various business units' land development application review comments with consideration for current practices
  - b. Creation of a process for all River Valley Bylaw applications including POSSE enhancements
3. **TECHNOLOGY - Geospatial Information System enhancements, rich data analysis and training.**  
The ability to access and interpret 3D data (LiDAR) will enhance decision making as well as improve information sharing.
4. **PROCESS - Stewarding Great Neighborhoods**  
Stewarding Great Neighbourhoods is a prototype for a new collective knowledge system that will look at groupings or clusters of neighbourhoods, integrating Corporate and external agency knowledge about key indicators, metrics and existing projects, investments and commitments. The collaborative program will use a SWOT (Strength, Weakness, Opportunity, Threat) approach to identify new Corporate insights and opportunities. This collective intelligence will result in improved decision making.
5. **PROCESS - Street Typology Design Manual for Downtown**  
Administration is recognizing the interface between design, operations and maintenance in the public realm and the financial implications of various design decisions. To take an integrated approach, Urban Planning and Environment sees an opportunity to establish a Street Typology Design Manual for downtown streets in partnership with Transportation Services and Downtown Implementation Teams. This approach would be proactive in nature to establish conceptual streetscape and furnishing norms for target areas.
6. **INFORMATION - Enhanced Data Stewardship**  
An opportunity exists to create a data warehouse to ensure the most efficient and effective use of the Branch's data. A data warehouse would create a central repository and will ensure that staff is accessing the most current information and efforts are streamlined. The centralization would also improve accessibility as well as enhance our spatial forecasting and data analytics capabilities. Through this effort, decision making is done with the best possible information, is consistently applied across work units, and is more readily transferable across the organization to meet a broad diversity of needs.

# Branch - Urban Planning and Environment

## Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	2,383	13,514 <sup>(1)</sup>	5,923	4,323	7,723	8,223
Grants	32	27	8	20	-	-
Transfer from Reserves	342	777	2,136	3,313	1,547	1,208
<b>Total Revenue &amp; Transfers</b>	<b>\$2,757</b>	<b>\$14,318</b>	<b>\$8,067</b>	<b>\$7,656</b>	<b>\$9,270</b>	<b>\$9,431</b>
<b>Expenditure &amp; Transfers</b>						
Land Use and Environmental Policy	6,968	9,549	7,596	9,959	13,262	13,479
Parks Planning and Biodiversity	6,663	17,741	11,614	10,582	13,755	13,610
Urban Design and Area Planning	4,638	4,748	7,298	8,536	6,436	7,117
<b>Total Expenditure &amp; Transfers</b>	<b>\$18,269</b>	<b>\$32,038</b>	<b>\$26,508</b>	<b>\$29,077</b>	<b>\$33,453</b>	<b>\$34,206</b>
<b>Net Operating Requirement</b>	<b>\$15,512</b>	<b>\$17,720</b>	<b>\$18,441</b>	<b>\$21,421</b>	<b>\$24,183</b>	<b>\$24,775</b>
<b>Full-time Equivalents</b>	<b>115.0</b>	<b>118.0</b>	<b>127.0</b>	<b>133.0</b>	<b>135.0</b>	<b>132.0</b>

<sup>(1)</sup> 2014 revenue spike due to unusually high collection of Municipal Reserves primarily driven by recent development trends

## Branch - Urban Planning and Environment

### Approved 2016-2018 Budget - Branch Summary by Cost Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	2,383	13,514 <sup>(1)</sup>	5,923	4,323	7,723	8,223
Grants	32	27	8	20	-	-
Transfer from Reserves	342	777	2,136	3,313	1,547	1,208
<b>Total Revenue &amp; Transfers</b>	<b>\$2,757</b>	<b>\$14,318</b>	<b>\$8,067</b>	<b>\$7,656</b>	<b>\$9,270</b>	<b>\$9,431</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	12,779	12,710	14,625	15,125	15,829	15,960
Materials, Goods, and Supplies	343	537	322	332	335	335
External Services	4,541	2,908	4,511	6,117	5,565	4,472
Fleet Services	5	1	4	2	6	10
Intra-municipal Charges	486	729	232	118	113	113
Utilities & Other Charges	1,714	4,870	5,166	6,877	6,158	7,300
Transfer to Reserves	3,712	14,146	6,500	5,132	9,249	9,579
Subtotal	23,580	35,901	31,360	33,703	37,255	37,769
Intra-municipal Recoveries	(5,311)	(3,863)	(4,852)	(4,626)	(3,802)	(3,563)
<b>Total Expenditure &amp; Transfers</b>	<b>\$18,269</b>	<b>\$32,038</b>	<b>\$26,508</b>	<b>\$29,077</b>	<b>\$33,453</b>	<b>\$34,206</b>
<b>Net Operating Requirement</b>	<b>\$15,512</b>	<b>\$17,720</b>	<b>\$18,441</b>	<b>\$21,421</b>	<b>\$24,183</b>	<b>\$24,775</b>
<b>Full-time Equivalents</b>	115.0	118.0	127.0	133.0	135.0	132.0

<sup>(1)</sup> 2014 revenue spike due to unusually high collection of Municipal Reserves primarily driven by recent development trends

# Branch - Urban Planning and Environment

## Budget Changes for 2016-2018

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc.

The forecasted Municipal Reserve (MR) collections are based on a combination of recent development trends and historical collection data. Any changes in MR collections are entirely offset in Transfer to Reserves.

#### Grants

The \$12 increase in Grants in 2016 is related to a one-time \$20 increase in Provincial grant for the Heritage Reserve, offset by \$8 reduction in Young Canada Works grant.

#### Transfer from Reserves

The 2016 \$1,177 increase in Transfer from Reserves is composed of an increase of \$1,199 to fund the Heritage Grants program and a reduction of \$22 in transfer from the Natural Areas Reserve due to lower than expected debt payments. 2017 and 2018 changes are mostly related to Heritage Grant payments and are entirely offset by heritage grant expenditures shown under Utilities and Other Charges. The amount of Heritage Grant awards depends on the timing of commitments to fund designated heritage buildings.

### Expenditures & Transfers - Changes

#### Personnel

Business process improvements result in reduction in non-permanent personnel of (\$120) in 2016. Movement toward job rate, changes in benefits and approved cost of living adjustment increase personnel by \$273 in 2017. Completion of Parks and Open Space Master Plan results in personnel cost decrease of (\$21) in 2018. There's also an additional 10.0 FTE increase related to service packages (Implementing Edmonton's Community Energy Transition Strategy, Corporate Environmental Targets, Southwest Ribbon of Green, Stewarding Great Neighbourhoods) increases costs by \$621, \$429, \$154 for 2016 to 2018 respectively.

#### Materials, Goods, and Supplies

An increase of \$10 in 2016 and increase of \$3 in 2017 are related to computer cost increase.

#### External Services

In 2016 an increase of \$1,606 is related to service packages (Parks and Open Space Master Plan, Nodes and Corridors projects, Southwest Ribbon of Green, Mill Creek Daylighting, Corporate Environmental Targets, Implementing Edmonton's Community Energy Transition Strategy, and River Crossing). In 2017 a decrease of (\$845) is due to winding down of 109 Street and the Parks and Open Space projects, a decrease of (\$250) related to discontinuance of one-time funding for Mill Creek Daylighting service package, offset by an increase of \$543 related to remaining service packages. In 2018 a decrease of (\$300) is due to the completion of Parks and Open Space project, a decrease of (\$283) is related to other cost reductions, and (\$510) decrease is related to funding reduction for service packages (Southwest Ribbon of Green: (\$54), Corporate Environmental Targets: (\$230), Implementing Edmonton's Community Energy Transition Strategy: (\$101), and River Crossing: (125)).

#### Intra-municipal Charges

Minor changes to bring budget in line with historical results.

#### Utilities & Other Charges

Changes of \$1,199 in additional funding in 2016, reduction of (\$1,766) in 2017, and an increase of \$460 in 2018 are due to Heritage Program payments which are entirely offset in Transfer from Reserves. The remaining difference over the three years is mainly due to two service packages (Implementing Edmonton's Community Energy Transition Strategy (increase of \$432 in 2016, \$472 in 2017), and Corporate Environmental Targets (increase of \$86 in 2016, \$529 in 2017, and \$645 in 2018) as well as minor changes to bring budget in line with historical results.

# Branch - Urban Planning and Environment

---

## **Transfer to Reserves**

Movement in Transfer to Reserves is primarily due to estimated MR collections.

## **Intra-municipal Recoveries**

2017 and 2018 reduction is due to lower recoveries from Current Planning Branch caused by reduction in estimated planning review work as well as reduction in cost recovery from capital projects nearing completion.

## **Full-Time Equivalents - Changes**

The change in full-time equivalents is due to the completion of two service program initiatives (Open Space Master Plan and 109 Streetscape Design Concept) and newly approved service packages:

1. In 2016 there is a net increase of 6.0 FTEs from three service packages (Implementing Edmonton's Community Energy Transition Strategy adds 3.0 FTEs, Corporate Environmental Targets adds 2.0 FTEs, and Southwest Ribbon of Green adds 1.0 FTE).
2. In 2017 there is a net increase of 2.0 FTEs from three service packages (Corporate Environmental Targets adds 1.0 FTE, Stewarding Great Neighbourhoods adds 2.0 FTEs, the completion of 109 Street Streetscape Design Concept in 2016 decreases 1.0 FTE).
3. In 2018 there is a net decrease of 3.0 FTEs from two service packages (completion of Parks and Open Space Master Plan in 2017 decreases 4.0 FTEs, Corporate Environmental Targets adds 1.0 FTE).

# Branch - Urban Planning and Environment

## Approved 2016 - 2018 Budget - Program Summary (\$000)

### Program Name - Land Use and Environmental Policy

#### Results to be Achieved

Through implementation of *The Way We Grow* and *Green*, advance towards a sustainable urban form, integrate land-use and transportation systems, promote healthy, livable communities, manage the city's resource base, and support the city's economy; and promote/support a healthy ecosystem, connections with nature and overall resilience and sustainability.

#### Cost Drivers

- Complex regional collaboration issues
- Cost and scale of growth pressures (up, in and out)
- Increased public engagement

#### Policy and/or Legislation

Municipal Government Act (2000), The Way We Grow (2010), The Way We Green (2011), Edmonton's Environmental Policy (C512), Brownfield Remediation and Redevelopment Support (C571), Public Involvement (C513), Green Building (C567), Residential Infill In Mature Neighbourhoods (C551), Oil and Gas Facilities (C515).

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	\$1	\$3	-	-	-	-
Expenditures & Transfers	10,584	13,292	11,783	14,050	16,572	16,865
Subtotal	10,583	13,289	11,783	14,050	16,572	16,865
Intra-Municipal Recoveries	(3,616)	(3,743)	(4,187)	(4,091)	(3,310)	(3,386)
Net Operating Requirement	\$6,967	\$9,546	\$7,596	\$9,959	13,262	\$13,479
Full-Time Equivalents	60.8	63.8	67.8	72.8	73.8	74.8

#### 2015 Services

- Completion of: 2014 City Planning Annual Report; 2014 Annual Growth Monitoring Report; Edmonton's Community Energy Transition Strategy and Policy; 4 internal audits of registered ISO 14001 branches; Edmonton's 2014 Report on the Environment; Edmonton's Green Living Guide; Sustainability Scholars Pilot.
- Ongoing Implementation of: Regional and Intermunicipal Collaboration; Edmonton's Infill Roadmap; fresh, Edmonton's Food and Urban Agriculture Strategy; Growth Coordination Strategy; Energy Use in Buildings Initiatives.

#### Changes in Services for 2016 - 2018

- Increased focus on previous commitments: Nodes and Corridors; Regional collaboration including planning studies with Leduc County, Strathcona County, Parkland County and Capital Region Board; Evolving Infill implementation; fresh implementation; CITYlab implementation; Growth Coordination Strategy implementation; Population and Employment Forecasting.

# Branch - Urban Planning and Environment

## Approved 2016 - 2018 Budget - Program Summary (\$000)

### Program Name - Parks Planning and Biodiversity

#### Results to be Achieved

Acquire and develop programmable parks and preserve/conservate natural areas to ensure a diverse range of recreational, social, and environmental and educational opportunities for the citizens of Edmonton.

#### Cost Drivers

- Volume of land development applications
- Cost and scale of growth pressures (up, in and out)
- Increase of public engagement
- Land values

#### Policy and/or Legislation

Municipal Government Act (2000), Water Act (1999), Alberta's Wetland Policy (2014), The Way We Grow (2010), The Way We Green (2011), The Way We Live (2010), Brownfield Remediation and Redevelopment Support (C571), Creation and Transfer of School Sites to School Boards (C454), Natural Area Systems (C531), Joint Use of Parks and Schools (C109).

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	\$2,711	\$13,976	\$7,059	\$5,438	\$8,838	\$9,338
Expenditures & Transfers	6,663	17,784	11,698	10,666	13,839	13,694
Subtotal	3,952	3,808	4,639	5,228	5,001	4,356
Intra-Municipal Recoveries	-	(43)	(84)	(84)	(84)	(84)
Net Operating Requirement	\$3,952	\$3,765	\$4,555	\$5,144	\$4,917	\$4,272
Full-Time Equivalents	27.5	27.5	30.5	31.5	31.5	27.5

#### 2015 Services

- Conducted over 600 land development reviews and 120 associated technical document reviews.
- Advanced: Ecological Mapping Initiatives; Integrated Wetland Initiative; Implementation of city-wide Natural Area Management Plan; Reserve Management Strategy; city-wide park acquisition and development program; Open Space Master Plan; Southwest Ribbon of Green; Shared Park Development Program; trained 25 Master Naturalists; North Saskatchewan River Valley Bylaw update; acquired over 23 ha of park space and 5.5 ha of natural areas; 11 park sites advanced through Shared Park Development Program.

#### Changes in Services for 2016 - 2018

- Increase focus on previous commitments, such as: Open Space Master Plan; Shared Park Development Program; Joint Use Agreement project work; surplus school site parkland acquisition.



# Branch - Urban Planning and Environment

## Approved 2016 - 2018 Budget - Program Summary (\$000)

### Program Name - Urban Design and Area Planning

#### Results to be Achieved

An attractive, compact, efficiently-designed city comprised of complete neighbourhoods with a range of housing choices and amenities and functional non-residential areas, all with good-quality public realm.

#### Cost Drivers

- Volume of land development applications
- Cost and scale of growth pressures (up, in and out)
- Increase of public engagement

#### Policy and/or Legislation

Municipal Government Act (2000), The Way We Grow (2010), The Way We Move (2009), The Way We Green (2011), The Way We Live (2010), Transit Oriented Development (C565), Public Involvement (C513), Policy to Encourage the Designation and Rehabilitation of Municipal Historic Resources in Edmonton (C450B), Residential Infill In Mature Neighbourhoods (C551), Designing New Neighbourhoods Policy (C572), Percent for Art (C458C).

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	\$45	\$339	\$1,008	\$2,218	\$432	\$93
Expenditures & Transfers	6,333	4,825	7,779	8,987	6,844	7,211
Subtotal	6,288	4,486	6,771	6,769	6,412	7,118
Intra-Municipal Recoveries	(1,695)	(77)	(481)	(451)	(408)	(94)
Net Operating Requirement	\$4,593	\$4,409	\$6,290	\$6,318	\$6,004	\$7,024
Full-Time Equivalents	26.7	26.7	28.7	28.7	29.7	29.7

#### 2015 Services

- Completed: Jasper Place Area Redevelopment Plan; 104 Avenue Area Redevelopment Plan; New Urban Design Framework; seven (7) municipal historic designations and \$1.3 million in incentives; Calder historic resources inventory; River Crossing Vision (endorsed by City Council); River Valley Mechanized Access Concept Engineering Report.
- Advanced projects such as: Transit Oriented Development Implementation Strategy; River Valley Alliance Capital Project implementation, including: Terwillegar Park Footbridge and West End Trails, East End Trails, Boat Docks and Launches, and initiated River Valley Mechanized Access Preliminary Design; Church Street Heritage District Project.
- Initiated: River Crossing Historic Interpretive Plan; Glenora historic resources inventory; Touch the Water Promenade.

#### Changes in Services for 2016 - 2018

- Increased focus on previous commitments: Nodes and Corridors including communication campaign, Stadium Station ARP, Bonnie Doon Station ARP; Chinatown Plan; New Urban Design Framework Implementation; 109 Street Concept Design; Street Typology Design manual; Jasper Avenue West Concept Design; 2017 Urban Design Awards; River Valley Alliance Plan of Action Implementation; Refresh of Historic Resource Management Plan.

# Branch - Urban Planning and Environment

**Program - Land Use and Environmental Policy**  
**Title - Corporate Environmental Targets**

**The Way Ahead Implementation Plan**  
**Funded**  
**On-going**

## Results to be Achieved

This service package contributes to three corporate targets associated with two outcomes (the City of Edmonton's operations are environmentally sustainable and Edmonton is an environmentally sustainable and resilient city) and achieves reduction of over 285,000 tonnes of greenhouse gas (GHG) emissions. Funding will be disbursed among four branches to deliver on six initiatives/service areas that support *The Way We Green* goals and objectives, and that include:

- (1) Climate Adaptation Strategy (Urban Planning and Environment (UPE)) - will recommend actions to adapt and to protect Edmonton and its residents and infrastructure from the risks associated with climate change.
- (2) Energy Conservation and Efficiency Initiatives in City Facilities (Facilities and Landscape Infrastructure (FLI)) - will implement energy transition strategy initiatives for City buildings/operations.
- (3) Environmental Reviews (Transportation Operations) - will improve capacity to manage projects (on behalf of other departments) in the River Valley or in proximity to wetlands, creeks and natural water bodies.
- (4) Envisio 14001 Maintenance/Expansion (UPE) - will maintain ISO 14001 certification for 12 branches relative to the updated international standard and establish certification for an additional 4 high risk branches.
- (5) LRT - ETS Environmental Programs and Plans (Edmonton Transit) - will conduct environmental site assessments (ESAs), purchase energy offset credits (transit only), and develop a Transit Greenhouse Gas Inventory, and conduct Greenhouse Gas Reduction Studies and develop a Greenhouse Gas Reduction Plan.
- (6) Purchase of Green Power for City Operations (UPE) - purchase green power (excluding transit) to achieve 2014 Council-approved target to reduce greenhouse gas emissions from operations by 42% below 2008 levels by 2018.

## Description

Between 2016-18 funding will resource:

- (1) \$717; One Environmental Engineer II, consulting for risk assessments and climate adaptation expertise.
- (2) \$1,508; Energy Data Analyst, Business Analyst Technical and Report Writer, 2 Energy Project Engineers.
- (3) \$0; one Environmental Scientist (\$154) with no tax levy impact due to cost recovery via internal charges.
- (4) \$1,353; Three Environmental Managers for remaining non-certified high risk branches (FLI, Corporate Procurement and Supply Service, UPE and Real Estate Housing and Economic Sustainability); funding for third-party audits; consultants for implementation of new ISO standard and adaptation of existing systems.
- (5) \$225; Funding to conduct ESAs, purchase energy offset credits (transit only), and develop Transit Greenhouse Gas (GHG) Inventory, Reduction Studies and Gas Reduction Plan.
- (6) \$1,947; Replace high carbon electricity from the Alberta Power Grid with local low carbon green power.

## Justification

If this service package is not funded, corporate targets for measures 8.1, 9.1, 9.2 and possibly 8.2 will not be met. Specifically, risks of not funding these initiatives include:

- (1) Without a climate adaptation strategy, Edmonton may be unprepared to respond to future severe climate/weather related events.
- (2) City facilities will not fully contribute to energy transition initiatives proposed in the Energy Transition Strategy.
- (3) Delays in initiating construction projects related to the river valley, wetlands and other natural water bodies.
- (4) Four high risk Branches will remain uncertified (contrary to City Policy) and the City will risk fines up to \$1M for non-compliance with updated standards.
- (5) Transit specific contributions to meet The Way We Green objectives will not be met.
- (6) City operations GHG reduction targets (see Results to be Achieved section) will not be met.

Incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$1,000	-	1,000	4.0	\$1,000	-	1,000	2.0	\$750	-	750	4.0
<b>Total</b>	<b>\$2,338</b>	<b>-</b>	<b>2,338</b>	<b>6.0</b>	<b>\$688</b>	<b>-</b>	<b>668</b>	<b>3.0</b>	<b>\$308</b>	<b>-</b>	<b>308</b>	<b>1.0</b>

Funding for item 2, 3, and 5 has been distributed to Facility Landscape Infrastructure Branch, Transportation Planning Branch, and Edmonton Transit Branch respectively.

# Branch - Urban Planning and Environment

**Program - Land Use and Environmental Policy**  
**Title - Implementing Edmonton's Community**  
**Energy Transition Strategy**

**The Way Ahead Implementation Plan**  
**Funded**  
**On-going**

## Results to be Achieved

Funding will implement Edmonton's Community Energy Transition Strategy to support The Way We Green Goals to minimize energy consumption in Edmonton's built environment, be resilient to potential disturbances in its energy supply and distribution, become carbon neutral, and be resilient to climate change. Further the Strategy supports the corporate outcome "Edmonton is an environmentally sustainable and resilient city" and specifically addresses the corporate measure to reduce greenhouse gas emissions from both City operations and the community. Implementation of the Strategy will advance Edmonton to be an energy sustainable city, reduce greenhouse gas emissions, lower per capita energy use and generate more local electricity.

## Description

Edmonton's Community Energy Transition Strategy contains an Eight-Year Action plan that focuses on seven opportunity areas and more than 150 tactics. While many of the tactics will be undertaken with existing resources, new funding is needed for others. Funding will resource:

- two (2) permanent positions (2 FTEs) to manage projects to improve energy efficiency in buildings, increase the uptake of renewable energy, and pursue opportunities for district energy and combined heat and power systems;
- one (1) permanent Communications Officer (1 FTE) to support related communications needs; and
- a green building communications campaign, a residential building energy labelling program, an Edmonton-wide district energy study, a renewable energy pilot project, and incentives.

Work undertaken in 2016 and 2017 will lead to three community scale programs in 2018 including: (1) retrofit of existing homes program, (2) uptake of renewable energy and (3) energy efficiency in large buildings.

## Justification

Implementation of this strategy protects the city from the following significant risks: (1) future high prices and economic disruptions associated with a carbon and energy constrained world, (2) poor air quality caused by fossil fuel combustion, and (3) disruptions to Edmonton's social, economic and environmental systems caused by climate change. Council has endorsed implementation of the Strategy as one of 23 priority actions to transform the city and accordingly approved City Policy C585 - Edmonton's Community Energy Transition Strategy on August 17, 2015.

If funding is not provided, the strategy will not be implemented, corporate measure 9.1 will not be met, and Edmonton will not deliver on its aspiration to become an environmentally sustainable and resilient city and will not support its image and reputation as an environmental leader.

Incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$1,304	-	1,304	3.0	\$750	-	750	-	(\$97)	-	(97)	-
<b>Total</b>	<b>\$1,304</b>	<b>-</b>	<b>1,304</b>	<b>3.0</b>	<b>\$750</b>	<b>-</b>	<b>750</b>	<b>-</b>	<b>(\$97)</b>	<b>-</b>	<b>(97)</b>	<b>-</b>

# Branch - Urban Planning and Environment

**Program - Parks Planning and Biodiversity**  
**Title - Mill Creek Daylighting**

**New or Enhanced Service**  
**Funded**  
**One-Time**

## Results to be Achieved

Funding will assess the feasibility of and costs to reestablish (daylighting) a surface watercourse in the historic alignment of Mill Creek between 75 Street and the North Saskatchewan River Valley. The assessment will evaluate constraints, refine cost estimates, and provide some preliminary engineering design to support daylighting Mill Creek. Depending upon the scale of restoration, daylighting Mill Creek will provide a variety of benefits including flood attenuation, reduction of flow volumes and downstream erosion, water quality improvements, hydrological and ecological connectivity as well as community revitalization, increased property values (and assessments) and enhanced recreational opportunities. Better understanding the feasibility of different scales of daylighting Mill Creek will enable City Council to decide whether to abandon or pursue one of several options, each with associated future capital and operating funding implications.

This initiative supports corporate outcomes “Edmonton is an environmentally sustainable and resilient city” and “The City of Edmonton has sustainable and accessible infrastructure”; and also supports several *The Way We Grow* and *Green* objectives relating to protecting, preserving and enhancing the River Valley and Ravine System and Edmonton’s ecological network.

## Description

Funding will resource external consulting services to prepare a feasibility assessment including:

- confirmation of the original creek alignment;
- geotechnical and soil contamination review and assessment;
- roadway and utility modifications assessment;
- outline engineering solutions to address utilities, roads and bridge modifications;
- a fisheries assessment;
- a profile of the creek; and
- preliminary engineering design for daylighting.

## Justification

There is interest from some members of the public, and the Alberta and Federal Governments to improve the ecological function and connectivity of Mill Creek. The assessment will inform the feasibility of daylighting of Mill Creek and provide better information and justification of next steps, which may be to advance some level of restoration, or to delay/abandon restoration. The above is aligned with Executive Committee’s August 18, 2015 direction to Administration to refine the potential costs of a feasibility assessment based on potential partnership funding by other levels of government.

If funding is not provided, then the feasibility study will not be completed and the potential opportunity to capitalize on the 2016-2017 LRT construction work taking place in the same location and potential synergies from integrating the two projects will be lost.

Incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$250	-	250	-	(\$250)	-	(250)	-	-	-	-	-
Total	\$250	-	250	-	(\$250)	-	(250)	-	-	-	-	-

# Branch - Urban Planning and Environment

**Program - Parks Planning and Biodiversity**  
**Title - Southwest Ribbon of Green**

**New or Enhanced Service**  
**Funded**  
**On-going**

## Results to be Achieved

Funding will support the development of a high level master plan for the southwest Edmonton portions of the North Saskatchewan River Valley and Ravine System, identified in the Ribbon of Green Master Plan (1992), as Priority 3 area. Endorsed by Council in 1992, the Ribbon of Green Master Plan protects the river valley for future generations of Edmontonians by ensuring public access to the river valley. The Southwest Priority 3 areas extend from Sir Wilfrid Laurier Park to the southwest limits of the city. The creation of a plan will develop a vision for an integrated open space network that will inform the planning of adjacent neighbourhoods to provide improved river valley access, ecological connections, and sustainable ecosystems.

The master plan supports The Way We Grow and Green objectives to protect, preserve and improve access to the River Valley and Ravine system, and the corporate outcomes "The City of Edmonton has sustainable and accessible infrastructure", "Edmontonians use facilities and services that promote healthy living" and "Edmonton is an environmentally sustainable and resilient city."

## Description

Funding is to resource one (1) 3-year temporary full time planner position and external consulting services to support the development of an updated master plan for the southwest portion of the North Saskatchewan River Valley and Ravine System. Development of the Plan will include public engagement, a biophysical inventory, ecological sensitivity mapping, traffic impact analysis, land ownership analysis, and cost estimates for acquisition, restoration, and servicing/infrastructure.

## Justification

The North Saskatchewan River Valley is the capital region's greatest natural asset and one of the City's most significant contributors to the quality of life for its citizens. The City continues to grow and develop to its outer boundaries without appropriate strategic direction for the preservation, conservation, and development of the river valley and ravine system in the Priority 3 area. This service package will provide Administration with the strategic direction to make informed decisions for developing neighbourhoods adjacent to the river valley including compatible land uses, public access, and infrastructure requirements. The preservation and enhancement of Edmonton's natural areas including the river valley and ravine system is guided by *The Way We Grow* and *The Way We Green*, and without additional planning, the City of Edmonton risks losing potential opportunities to create a lasting legacy for future generations.

On June 30, 2015, Committee directed that Administration bring forward a service package to develop a vision for the remaining Southwest Priority 3 areas as the adjacent neighbourhoods are proceeding with planning and development independent of a river valley plan.

If this service package is not funded, Administration will not undertake development of the Master Plan and subsequent decisions will not be strategic to ensure alignment of the road and trail network.

Incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$200	-	200	1.0	\$50	-	50	-	(\$50)	-	(50)	-
<b>Total</b>	<b>\$200</b>	<b>-</b>	<b>200</b>	<b>1.0</b>	<b>\$50</b>	<b>-</b>	<b>50</b>	<b>-</b>	<b>(\$50)</b>	<b>-</b>	<b>(50)</b>	<b>-</b>

# Branch - Urban Planning and Environment

**Program - Urban Design and Area Planning**  
**Title - Rehabilitation of Molson Brewery**

**New or Enhanced Service**  
**Funded**  
**On-going**

## Results to be Achieved

Funding will support the rehabilitation of the Edmonton Brewing and Malting Company Ltd. Building (formerly known as the Molson Brewery) as part of its designation as a Municipal Historic Resource. This aligns with The Way We Grow objective to encourage a sense of local identity and create connections to the city's cultural and historic roots through the conservation and preservation of significant structure and buildings and supports the corporate outcome "Edmonton is attractive and compact". The rehabilitation of the building will contribute to the protection of Edmonton's heritage, and will assist in the redevelopment of the former Molson Brewery site.

## Description

Funding will provide a grant of up to \$4,175,500, being 50% of the estimated restoration of the historic Molson's Brewery at \$8,350,999. The grant will be paid out over a maximum of 10 years, up to \$417,550 per year. The Heritage Reserve will absorb the first two payments of \$417,550 each to the Molson's Brewery building owner for years 2016 and 2017. Starting in 2018, \$800,000 of approved new funding will start flowing to the Heritage Reserve, \$417,550 of which will be paid out to the Molson's Brewery building owner over eight years, in accordance with the conditions of a Rehabilitation Incentive and Maintenance Agreement and as part of the designation of the structure. The balance will top up the Heritage Reserve over the period of ten years (2018 – 2027). Starting in year eleven (2028), the funding amount flowing to the Heritage Reserve will be reduced to \$400,000 per year on an on-going basis. No FTEs are required as part of this service package

## Justification

The Molson Brewery structure is on the Inventory of Historic Resources in Edmonton, and merits designation as a Municipal Historic Resource. Funding this designation through the Heritage Reserve would result in oversubscription until 2018, and significantly reduce the ability to advance/secure other designations. The option of using tax increment financing was also explored but not preferred by Administration due to the risk associated with reliance upon increased tax assessment to fund the rehabilitation grant. The rehabilitation of the building will assist in the overall redevelopment of the former Molson Brewery site as supported by the 104 Avenue Corridor Area Redevelopment Plan.

If this service package is not funded, the owner will likely not designate the building, and not rehabilitate the structure for adaptive re-use, which could compromise the future of the building and the success of the overall redevelopment project. This could result in the loss of one of Edmonton's most renowned historic buildings, as it will be more cost-effective for the building owner to completely demolish. As one of only two pre-1914 historic brewery buildings in Edmonton, the Molson Brewery building is to be a cornerstone of the Brewery District redevelopment project.

Incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$800	-	800	-
Total	-	-	-	-	-	-	-	-	\$800	-	800	-

# Branch - Urban Planning and Environment

**Program - Urban Design and Area Planning**  
**Title - River Crossing**

**The Way Ahead Implementation Plan**  
**Funded**  
**On-going**

## Results to be Achieved

Funding will support development of a business case for River Crossing, incorporating input from private sector experts, government, utility providers, community champions, interest groups and external stakeholders. River Crossing is a large scale transformational project which aims to create a landmark destination precinct in the river valley. It includes high visibility initiatives such as implementation of the West Rosedale Urban Design Plan, integration of Waltherdale Bridge and the "Touch the Water" promenade, and coordination of the re-purposing of the Rosedale Generating Station. Benefits of realizing the River Crossing vision include the creation of a vibrant neighborhood, a year-round landmark destination, a signature entryway to Downtown, and a link between Downtown and the riverfront, while increasing property values/assessments in the area.

Implementation of the River Crossing initiatives support The Way We Grow objectives to embrace high quality urban design, encourage a sense of local identity and create connections to the city's cultural and historical roots through the conservation of significant structures, buildings, districts, landscapes and archeological resources and the corporate outcomes "Edmonton is attractive and compact", "Edmontonians are connected to the city in which they live, work and play," and "Edmontonians use facilities and services that promote healthy living."

## Description

This service package will fund the engagement of consultants to develop a business case which balances City objectives, market feasibility, and interests from stakeholders such as Technical Advisory Committee and Community Advisory Committee, special interest groups and the public.

## Justification

River Crossing is a Corporate Leadership Team focus area. Council and many stakeholders have an interest in this neighbourhood reaching its maximum potential. Current interest from the development industry and present day market demands make this an ideal time to advance additional planning for the project prior to the next Capital Budget. Preparation of a business plan using objective third party specialized experts will inform future steps (e.g., amendments to the West Rosedale Urban Design Plan and Direct Control Zoning) intended to optimize the City's investment in the area.

Executive Committee directed Administration to prepare a service package to develop the River Crossing business plan via motion on June 30, 2015.

If funding is not provided, then work on a business case will either halt or work on other mature area planning will need to be delayed to shift resources to this effort. Without timely advancement of a business case, city building objectives may not be met and the maximum benefits of the many interrelated projects will not be realized.

Incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$200	-	200	-	\$100	-	100	-	(\$125)	-	(125)	-
<b>Total</b>	<b>\$200</b>	<b>-</b>	<b>200</b>	<b>-</b>	<b>\$100</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>(\$125)</b>	<b>-</b>	<b>(125)</b>	<b>-</b>



# Branch - Urban Planning and Environment

**Program - Urban Design and Area Planning**  
**Title - Stewarding Great Neighbourhoods**

**The Way Ahead Implementation Plan**  
**Funded**  
**On-going**

## Results to be Achieved

A partnership between the citizen-facing departments, the Stewarding Great Neighbourhoods initiative leverages existing resources to (1) centralize information via a neighbourhood-scale intelligence knowledge bank (2) create processes to support integrated decision-making related to neighbourhood-level program/project planning (3) provide neighbourhood-level intelligence to support budget decisions (4) capture future opportunities to leverage partnerships and (5) identify opportunities and gaps in advancing The Way Ahead at the neighbourhood level. Information retained in the intelligence knowledge bank will encompass hundreds of characteristics (data points) including numerous metrics, committed/planned projects and identified challenges, insights and opportunities. Centralizing information and the opportunity for enhanced coordination are expected to have far-reaching effects across the City. Numerous programs may experience efficiencies; cost savings are anticipated through reduced duplication of research, information-gathering, and future engagement. Shared intelligence will enable dozens of planning, infrastructure and service delivery projects and programs to leverage the centralized information to inform priorities, continuous improvement, and effective future community engagement.

## Description

Funding is to resource two (2) temporary FTEs (planning technician, planner in Sustainable Development) and two permanent FTEs (analyst in Financial Services, Social Worker in Community Services). The team will (1) compile hundreds of neighborhood characteristics (data points), (2) conduct intelligence-gathering workshops with all departments and key partners, (3) synthesize neighbourhood characteristics and intelligence into a comprehensive intelligence knowledge bank. Permanent staff will (1) ensure that the intelligence knowledge bank provides decision-makers with recent information, (2) support integrated decision-making processes that connect program/project planning for four departments, (3) provide intelligence to support budget decisions, (4) capture future opportunities to leverage partnerships, (5) identify opportunities and gaps in advancing The Way Ahead at the neighbourhood level, and (6) perform engagement activities.

## Justification

As the City continues to invest in over 200 mature and established neighbourhoods, shared intelligence to support more integrated 'one city' decision-making and enhanced growth coordination is an essential opportunity to advance The Way Ahead and the effective delivery of hundreds of programs affecting neighbourhoods. Currently limited ability exists for over 30 City areas to share information and coordinate decisions and activities. Lack of integration may limit program effectiveness, create budget inefficiency and threaten the image/reputation of the City as citizens experience disjointed planning, infrastructure, and service delivery. As the City grows, enhanced coordination and the opportunity for a more strategic viewpoint for mature/established neighbourhoods is essential. Various resourcing models were considered; because internal leadership and thorough knowledge of City budget, processes, and strategic priorities are required, external resources are not cost-effective or appropriate.

If funding is not provided, then work began in 2013 and continued in 2015 as proof of concept will not be completed as it applies to the entire city, and Administration's intelligence for integrated decision making and coordinated citizen-facing service delivery will not be as robust. Further, Administration ability to meet the objectives for Elevate, Edmonton's Infill Roadmap, and two *The Way Ahead Implementation Plan* initiatives: Great Neighbourhoods Implementation and Nodes and Corridors Planning will be impaired.

Incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	\$186	-	186	2.0	\$7	-	7	-
<b>Total</b>	-	-	-	-	<b>\$186</b>	-	<b>186</b>	<b>2.0</b>	<b>\$7</b>	-	<b>7</b>	-

# Blatchford Redevelopment Project



## Introduction

Edmonton is in an enviable position. Our city has the opportunity to redevelop 217 hectares of land that is located just minutes away from downtown, and is next door to a rich array of infrastructure, schools, retail and services. The Blatchford redevelopment will transform the former City Centre Airport site into a walkable, transit-oriented, and sustainable community. With homes for all stages of life, a great city park and opportunities to shop, dine, and work, Blatchford will create a new urban experience for up to 30,000 residents.

Blatchford will be a leading, sustainable development that balances social, economic and ecological outcomes. Social sustainability includes health and well-being, liveability and community spirit. Ecological sustainability includes how we plan land use, energy, transportation, water, waste and urban ecology. Economic sustainability includes housing affordability, employment, economic vitality, infrastructure and net revenues for the City. The key to Blatchford's ability to change how we plan and build future communities is demonstrating that it is possible to achieve a balance between these three pillars of sustainability.

Blatchford contributes to all six strategic goals outlined in "The Way Ahead". For example, Blatchford will:

- **Transform Edmonton's Urban Form** by increasing density and promoting infill.
- **Shift Edmonton's Transportation Modes** by building the community to move people using active modes of transportation (walking, cycling) and public transit instead of through private vehicle.
- **Preserve and Sustain Edmonton's Environment** by reducing the ecological footprint of the community and its residents.
- **Improve Edmonton's Livability** by encouraging residents to live active and healthy lifestyles.
- **Ensure Edmonton's Financial Sustainability** by balancing revenues and costs of the development.
- **Diversify Edmonton's Economy** by promoting the growth of a vibrant, livable city and providing a dynamic environment that encourages innovation.

The Blatchford redevelopment office was established in 2009 to achieve City Council's vision for the community. The office is comprised of expertise in land development, real estate, investment, commercial/residential development, marketing/communications, engineering, and municipal processes. The office maintains relationships with the surrounding Community Leagues, Business Associations, and major employers through a Stakeholder Committee. A Blatchford Redevelopment Advisory Group, consisting of industry professionals and civic leaders, has recently been established to also assist by providing advice to the project team on strategic, technical, business and development related elements of the project.

# Blatchford Redevelopment Project

---

## Emerging Issues

A decision remains to be made regarding the financial implications of implementing a district energy system in Blatchford that meets the Vision objectives stated by Council. Reports related to financing options and the utility model for the district energy system will be provided to Council in Q1 2016.

The affordable housing program for Blatchford will also need to be defined and funded to begin implementation with the first stages of residential redevelopment.

## Impact of Previous Council Decisions

Site preparation activities such as building removals, site grading and stormwater management excavation are underway to allow the project to proceed towards the installation of urban infrastructure in 2016.

## Positive Change—Innovation & Continuous Improvement

The Blatchford Redevelopment project office continues to monitor and review technological innovation as it relates to renewable energy and energy conservation to ensure that the overall energy strategy for the project continues to be world-leading and viable.

A proactive communications program has been developed and will continue to be implemented in 2016. Stakeholder engagement with surrounding residential, institutional and commercial neighbours will also continue as the project is implemented.

The custom engineering design process will continue to evolve and respond to opportunities to enhance the environmental, financial and social outcomes of the project.

# Blatchford Redevelopment Project

## Approved 2016-2018 Budget – Blatchford Redevelopment Project

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, and Permits	2,730	713	562	129,121	22,898	29,137
<b>Total Revenue &amp; Transfers</b>	<b>\$2,730</b>	<b>\$713</b>	<b>\$562</b>	<b>\$129,121</b>	<b>\$22,898</b>	<b>\$29,137</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	728	823	1,021	1,086	1,115	1,132
Materials, Goods, and Supplies	5	13	24	24	24	24
External Services	2,191	341	689	589	600	596
Intra-municipal Charges	473	645	968	688	701	716
Utilities & Other Charges	1,547	789	1,410	104,934	21,442	26,169
Transfer to Reserves	(688)	-	-	-	-	-
Subtotal	4,256	2,611	4,112	107,321	23,882	28,637
Intra-municipal Recoveries	(45)	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>\$4,211</b>	<b>\$2,611</b>	<b>\$4,112</b>	<b>\$107,321</b>	<b>\$23,882</b>	<b>\$28,637</b>
<b>Net Income (Loss)</b>	<b>(\$1,481)</b>	<b>(\$1,898)</b>	<b>(\$3,550)</b>	<b>\$21,800</b>	<b>(\$984)</b>	<b>\$500</b>
<b>Full-time Equivalents</b>	8.0	8.0	8.0	8.0	8.0	8.0

# Blatchford Redevelopment Project

## Budget Changes for 2016-2018

(\$000)

### Revenue - Changes

#### Total Revenue

Revenue change in 2016 represents the change in net sale income due to a significant sale to the Province for the NAIT campus expected to close in that year. Reduction to 2017 due to a decrease to a more general sales projection. Increase to 2018 due to additional work having been done in the preceding years leading to more saleable product.

### Expenditures - Changes

#### Personnel

Minor personnel cost increases due to approved cost of living adjustments, movement to job rate and benefit changes.

#### External Services

External Services reduced in the first year due to a reduction in contract work budgeted for with capital. Subsequent years have minor changes due to inflation and service requirements.

#### Intra-municipal Charges

Intra-Municipal Charges decreased in 2016 due to a reduction in Communications of \$425 due to those services being performed internally as well as various other minor changes offset by an increase of \$160 in internal legal services. Subsequent years see inflationary increases.

#### Utilities & Other Charges

Utilities & Other Charges includes several major components such as grant payments, interest on debt, and cost of land sold. Grant payments increase by \$501 in 2017 due to construction being completed in some areas with an additional increase in 2018 due a higher level of completions. Debt Interest Payments increase by \$1,961 in 2016 due to debt taken in 2014 and 2015. Reductions of \$108 and \$112 in 2017 and 2018 respectively due to decreased principal balance. Cost of land sold is directly related to the total revenues.

### Full-time Equivalents - Changes

No changes.

# Blatchford Redevelopment Project

## Approved 2016 - 2018 Budget – Program Summary

### Program Name - Blatchford Redevelopment Project

#### Results to be Achieved

The implementation of the Blatchford Redevelopment project will create an environmentally, socially, and financially sustainable community for 30,000 people in the heart of Edmonton.

#### Cost Drivers

- Development concept consulting services
- Legal support for expropriation and land acquisitions
- Direct costs of land development

#### Policy and/or Legislation

Implementation of the Council-approved Blatchford redevelopment plan and Business Case with associated sustainability and city-building elements.

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	2,730	713	562	129,121	22,898	29,137
Expenditures & Transfers	4,256	2,611	4,112	107,321	23,882	28,637
Subtotal	(1,526)	(1,898)	(3,550)	21,800	(984)	500
Intra-Municipal Recoveries	(45)	-	-	-	-	-
Net Income (Loss)	(\$1,481)	(\$1,898)	(\$3,550)	\$21,800	(\$984)	\$500
Full-Time Equivalents	8.0	8.0	8.0	8.0	8.0	8.0

#### 2015 Services

- Detailed design, planning and project management services to support ongoing redevelopment.
- Financial forecasting and modeling.
- Internal and external project communication and liaison with stakeholders and advisory groups.
- Detailed financial forecasting and modelling to ensure capital costs are accurately provided and projected and that revenue forecasts are updated.
- Refinement of the district energy system required to meet Council's Vision.
- Settlements related to property acquisitions.
- Initiation of site preparation contracts.
- Development of the Affordable Housing Framework.

#### Changes in Services for 2016 - 2018

Starting in 2016 a marketing and sales initiative for the project will begin. This will follow on and continue with the selection of a builder's group through a competitive process expected to be complete in late 2015 or early 2016. 2016 will also mark the start of the construction of the urban infrastructure for the first stage of residential development on the site. District Energy business case and Utility Model developed and presented for Council's consideration. A Council approved Affordable Housing Framework implementation begins.

# Blatchford Redevelopment Project

## Pro-Forma Income Statement

(\$000)	2016 Projection	2017 Projection	2018 Projection	2019 Projection
<b>Revenues</b>				
Revenues from Land Sales & Leases	\$ 129,121	\$ 22,898	\$ 29,137	\$ 34,759
<b>Net Revenues <sup>1</sup></b>	129,121	22,898	29,137	34,759
<b>Expenditures</b>				
Cost of Land Sold <sup>1</sup>	101,535	17,648	22,460	26,861
Debt Interest <sup>2</sup>	3,053	2,945	2,833	2,716
Personnel	1,086	1,115	1,132	1,155
Materials, Goods and Supplies	24	24	24	24
External Services	588	600	596	608
Intra-municipal Services	688	701	716	169
Utilities & Other Charges <sup>3</sup>	346	849	876	905
<b>Net Expenditures</b>	107,321	23,882	28,637	32,438
<b>Net Income</b>	21,800	(984)	500	2,321
Retained Earnings, Beginning of Year	(11,589)	10,211	9,227	9,728
<b>Retained Earnings, End of Year</b>	\$ 10,211	\$ 9,227	\$ 9,728	\$ 12,049

## Explanatory Notes

1. Revenue from Land sales and Cost of Land Sold are preliminary estimates based on average per acre gross cash flows and are subject to further examination.
2. Estimated interest charges are based on projected borrowings indicated in approved capital profile 14-02-2106.
3. Operating expenditures include allowances for affordable housing and sustainability education. These are preliminary estimates and are pending Council's direction.



# Blatchford Redevelopment Project

## Pro-Forma Balance Sheets

(\$000)	2016 Projection	2017 Projection	2018 Projection	2019 Projection
<b>Financial Assets</b>				
Assets <sup>1</sup>	177,845	167,784	162,296	175,574
Due from the City of Edmonton	-	-	850	-
<b>Total Assets</b>	177,845	167,784	163,146	175,574
<b>Liabilities</b>				
Accrued Liability <sup>2</sup>	84,530	82,530	82,530	82,530
Due to the City of Edmonton	6,349	2,149	-	13,213
Debt	76,755	73,878	70,888	67,782
<b>Total Liabilities</b>	167,634	158,557	153,418	163,525
<b>Net Financial Assets (Net Debt)</b>	<b>10,211</b>	<b>9,227</b>	<b>9,728</b>	<b>12,049</b>
<b>Equity</b>				
Retained Earnings <sup>3</sup>	10,211	9,227	9,728	12,049
<b>Total Retained Earnings</b>	\$ 10,211	\$ 9,227	\$ 9,728	\$ 12,049

## Explanatory Notes

1. Land for resale includes the original acquisition cost of undeveloped land plus any servicing costs that are incurred. Through the capital budget City Council has approved funding for servicing of the Blatchford Redevelopment land. These costs are captured as part of the cost of land when it is subsequently sold. When sold, total costs incurred to bring the land to market are included in the Cost of Land Sold on the Income Statement.
2. Accrued liability is the estimated cost to complete of land sold but not yet serviced. This liability will be reduced as lots are serviced per the development schedule.
3. Opening retained earnings for Blatchford represents the cumulative net operating position for the project. City Council approved a funding strategy in July 2014 through a combination of debt and future sales to fund the project. The project is self-funded over the 25 year period.

# Blatchford Redevelopment Project

---

Page intentionally left blank

# Community Revitalization Levies

---

## Introduction

Sustainable Development is responsible for the advancement of urban renewal initiatives through the implementation of three Council-approved Community Revitalization Levy (CRL) Plans: The Quarters Downtown, Belvedere, and Capital City Downtown. These Community Revitalization Levies provide a sustainable funding source for public infrastructure investments needed to attract new investment and development that would not otherwise occur in these revitalization areas.

A Community Revitalization Levy is a financing mechanism designed to provide up to 20 years of stable funding that is necessary to achieve economic, social, and environmental objectives for the Community Revitalization Levy areas. The baseline assessment for properties in a plan area is set as of December 31 of the year the Community Revitalization Levy is approved by the Province. Thereafter, any increases above the baseline in the assessed value of the properties in the plan area forms the levy (which includes both municipal and provincial tax increases). The levy collected is then applied to pay off expenditures, including borrowing, incurred by the City of Edmonton for capital infrastructure projects, land acquisition, remediation, etc. in the revitalized plan area. This levy is not an additional tax on property owners. Rather, it is a levy based on the incremental difference between assessed property values in the baseline year and subsequent years for a maximum of 20 years or until costs have been fully repaid.

The Province has approved three Community Revitalization Levies in the City of Edmonton. These Community Revitalization Levies are funding implementation of Phase I and II in The Quarters Downtown, implementation of the Belvedere urban design plan, and Capital City Downtown catalyst projects, including new sewers, parks, streetscaping and Rogers Place.

### **The Quarters Downtown CRL- approved in 2011, commenced in 2012.**

Phase I and II - \$100 million in City improvements currently in progress have attracted over \$500 million in investment and development.

### **Belvedere CRL - approved in 2012, commenced in 2013.**

Construction of infrastructure improvements is complete and the stage is set for new transit-oriented developments to occur in this area. The City's investment of \$34.5 million to date has attracted over \$100 million in planned new investments.

### **Capital City Downtown CRL - approved in 2014, commenced in 2015.**

The construction of Rogers Place and other downtown catalyst projects has spurred an estimated \$2.5 billion in new downtown developments.



# Community Revitalization Levies

---

## Positive Change - Innovation & Continuous Improvement

New innovative infrastructure technology is being utilized in the streetscape transformation within The Quarters Downtown redevelopment. Structural soil cells that are expected to achieve environmental objectives are being tested in four blocks of low impact development; this innovative solution directs stormwater flow through soil cells planted with trees to help treat and purify runoff to reduce impacts of urban stormwater runoff into the North Saskatchewan river. Learnings from this new technology will help inform future projects such as those along 105 Avenue. Additionally, an underground cistern will be installed as part of the development of Kinistināw Park and will provide irrigation for park space.

## Performance Summary

### **The Quarters Downtown CRL**

The reserve deficit is projected to peak at the end of 2019 at \$16 million. From 2020 onward the CRL projections show annual positive net income which will reduce the reserve deficit ultimately reaching a positive position in 2026.

### **Belvedere CRL**

The reserve deficit is projected to peak in 2015 at \$5.4 million. From 2022 onward the CRL projections show annual positive net income which will reduce the reserve deficit ultimately reaching a positive position in 2027.

### **Capital City Downtown CRL**

The reserve deficit is projected to peak at the end of 2018 at \$25 million. From 2019 onward the CRL projections show annual positive net income which will reduce the reserve deficit ultimately reaching a positive position in 2022.



# Community Revitalization Levies

## The Quarters Downtown - Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	600	1,624	3,595	3,246	3,587	4,460
Transfer from Reserves	3,931	3,576	531	1,656	2,512	2,356
<b>Total Revenue &amp; Transfers</b>	<b>\$4,531</b>	<b>\$5,200</b>	<b>\$4,126</b>	<b>\$4,902</b>	<b>\$6,099</b>	<b>\$6,816</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	357	415	532	506	526	537
Materials, Goods, and Supplies	6	3	13	13	13	13
External Services	96	384	178	178	178	178
Intra-municipal Charges	3,182	4,652	53	53	53	53
Debt & Other Charges	1,032	(33)	3,492	4,294	5,471	6,177
Subtotal	4,673	5,421	4,268	5,044	6,241	6,958
Intra-municipal Recoveries	-	(79)	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>\$4,673</b>	<b>\$5,342</b>	<b>\$4,268</b>	<b>\$5,044</b>	<b>\$6,241</b>	<b>\$6,958</b>
<b>Net Operating Requirement</b>	<b>142</b>	<b>142</b>	<b>142</b>	<b>142</b>	<b>142</b>	<b>142</b>
<b>Full-time Equivalents</b>	<b>5.0</b>	<b>5.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>	<b>4.0</b>

# Community Revitalization Levies

---

## The Quarters Downtown - Budget Changes for 2016-2018

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc.

Community Revitalization Levy revenues increase year-over-year due to new developments and increasing property values.

#### Transfer from Reserves

Changes in reserves are needed to fund debt servicing for Quarters Downtown Phase II.

### Expenditures & Transfers - Changes

#### Personnel

A historical adjustment to the salaries in 2016 decreased Personnel costs. The increase 2016 - 2018 is to account for approved cost of living adjustments, movement to job rate and benefit changes.

#### Materials, Goods, and Supplies

There are no changes to the Materials, Goods, and Supplies budget through 2016 - 2018.

#### External Services

There are no changes to the External Services budget through 2016 - 2018.

#### Intra-municipal Charges

There are no changes to the Intra-municipal Charges budget through 2016 - 2018.

#### Debt & Other Charges

Increases from 2016 through 2018 as new debt is issued for approved Capital Profiles for The Quarters Downtown Phase II.

### Full-Time Equivalents - Changes

There are no changes to full-time equivalents through 2016-2018.

# Community Revitalization Levies

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - The Quarters Downtown CRL

#### Results to be Achieved

The Quarters Downtown Community Revitalization Levy finances City investments in public infrastructure improvements that are attracting new investments and developments, new residents and families and creating vibrancy in the eastern part of Edmonton's downtown.

#### Cost Drivers

- Increasing demand for input and collaboration with internal and external stakeholders
- Increasing construction cost escalations and land costs
- Time required to address remediation on City-owned brownfield sites

#### Policy and/or Legislation

The Quarters Area Redevelopment Plan, The Quarters Community Revitalization Levy Bylaw 15800, Zoning Bylaw 12800, Downtown Area Redevelopment Plan, Municipal Government Act, Municipal Development Plan

Resources (\$000)	Project Total	2012 - 2014 Actual	Projected				
			2015	2016	2017	2018	2019 - 2031
Revenue & Transfers	182,857	3,636	3,705	3,388	3,729	4,602	163,797
Debt Servicing	139,302	2,737	2,316	4,283	5,460	6,168	118,338
Admin & Non-Capital Costs	14,817	9,921	1,026	761	781	790	1,618
Total Expenses	154,199	12,658	3,342	5,044	6,241	6,958	119,956
Subtotal	28,658	(9,022)	363	(1,656)	(2,512)	(2,356)	43,841
Intra-Municipal Recoveries	79	79	-	-	-	-	-
Net Income (Loss)	28,737	(8,943)	363	(1,656)	(2,512)	(2,356)	43,841

#### 2015 Services

- Oversight of infrastructure improvements including: construction of streetscape improvements on 96 Street and 104 Avenue to ensure alignment with Urban Design Plan.
- Implementation of Phase II: Drainage upgrade on 102 Avenue, initiation of Kinistināw park project.
- Support community partner activities and events that provide opportunities for people to come to The Quarters Downtown, change public perceptions of the area and create vibrancy.
- Work with developers of the Hyatt Place Edmonton Hotel, Five Corners Tower One, and Artists' Quarters to address impediments to timely development.
- Create local employment opportunities by contracting Downtown Proud to pick up litter in the area.
- Work on development concept for the York Hotel site.
- Assemble land to consolidate next development site on 96 Street.
- Complete land assembly to facilitate development of the Kinistināw Park.
- Complete surface parking lot strategies and retail market opportunity study.

#### Changes in Services for 2016 - 2018

- Implementation of Phase II.



# Community Revitalization Levies

## Belvedere - Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Land Sales Residential	-	-	5,200	7,716	6,364	-
Community Revitalization Levy	182	465	735	730	735	735
Transfer from Reserves	813	1,591	-	-	-	1,053
<b>Total Revenue &amp; Transfers</b>	<b>\$995</b>	<b>\$2,056</b>	<b>\$5,935</b>	<b>\$8,446</b>	<b>\$7,099</b>	<b>\$1,788</b>
<b>Expenditure &amp; Transfers</b>						
Cost of Land Sold - Residential	-	-	1,792	4,121	4,323	-
External Services	-	-	50	50	50	50
Intra-municipal Charges	70	131	39	-	-	-
Debt & Other Charges	925	1,925	2,709	1,750	1,744	1,738
Transfer to Reserves	-	-	1,345	2,525	982	-
Subtotal	995	2,056	5,935	8,446	7,099	1,788
Intra-municipal Recoveries	-	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>\$995</b>	<b>\$2,056</b>	<b>\$5,935</b>	<b>\$8,446</b>	<b>\$7,099</b>	<b>\$1,788</b>
<b>Net Operating Requirement</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Full-time Equivalents</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Community Revitalization Levies

---

## Belvedere - Budget Changes for 2016-2018

(\$000)

### Revenue & Transfers - Changes

#### Land Sales Residential

Land sales in each year are based on current estimates of the timing of the sale of specific lots. All lots are projected to be sold by the end of 2017.

#### Transfer from Reserves

Transfer from Reserves increases in 2018 related to the decrease in land sales revenue.

### Expenditures & Transfers - Changes

#### Cost of Land Sold - Residential

Land sales in each year are based on current estimates of the timing of the sale of specific lots. All lots are projected to be sold by the end of 2017.

#### External Services

There are no changes to the External Services budget through 2016 - 2018.

#### Intra-municipal Charges

No charges are projected from Real Estate Shared Services in 2016 - 2018.

#### Debt & Other Charges

A one time grant in 2015 is not carried forward in 2016 - 2018.

#### Transfer to Reserve

Funds are transferred to replenish the reserve in years with positive net income.

### Full-Time Equivalents - Changes

There are no changes to full-time equivalents through 2016-2018.

# Community Revitalization Levies

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Belvedere CRL

#### Results to be Achieved

The City of Edmonton Belvedere Community Revitalization Levy Bylaw 15932 funds the municipal infrastructure improvements needed to attract development along Fort Road to promote transit-oriented development and to encourage private sector redevelopment in the area.

#### Cost Drivers

- Debt servicing costs
- CRL administration

#### Policy and/or Legislation

The Belvedere Station Area Redevelopment Plan, The Belvedere Community Revitalization Levy Bylaw 15932, Zoning Bylaw 12800, *Municipal Government Act*, Municipal Development Plan

Resources (\$000)	Project Total	2012 - 2014 Actual	----- Projected -----				
			2015	2016	2017	2018	2019 - 2032
Land Sales	19,636	-	5,556	7,715	6,364	-	-
Community Revitalization Levy	40,234	647	732	730	735	735	36,656
Total Revenue & Transfers	59,870	647	6,288	8,445	7,099	735	36,656
Cost of Land Sold	12,298	-	3,854	4,121	4,323	-	-
Debt Servicing	33,694	6,342	1,756	1,750	1,744	1,738	20,364
Admin & Non-Capital Costs	1,330	308	725	50	50	50	147
Total Expense	47,322	6,650	6,335	5,921	6,117	1,788	20,511
Subtotal	12,548	(6,003)	(47)	2,524	982	(1,053)	16,145
Intra-Municipal Recoveries	-	-	-	-	-	-	-
Net Income (Loss)	12,548	(6,003)	(47)	2,524	982	(1,053)	16,145

#### 2015 Services

- Ongoing management and administration of the Belvedere Community Revitalization Levy.
- Marketing, promotion, and development coordination activities which promote development and attract investment to the area.

#### Changes in Services for 2016 - 2018

- No changes.

# Community Revitalization Levies

## Capital City Downtown - Approved 2016-2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	-	-	4,122	5,089	10,376	15,364
Transfer from Reserves	-	3,603	5,486	7,816	5,684	3,140
<b>Total Revenue &amp; Transfers</b>	\$-	\$3,603	\$9,608	12,905	16,060	18,504
<b>Expenditure &amp; Transfers</b>						
Personnel	-	-	318	338	350	358
Materials, Goods, and Supplies	-	-	10	10	10	10
External Services	-	-	459	639	319	459
Intra-municipal Charges	-	181	-	-	-	-
Debt & Other Charges	-	3,422	8,821	11,918	15,381	17,677
Subtotal	-	3,603	9,608	12,905	16,060	18,504
Intra-municipal Recoveries	-	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	\$-	\$3,603	\$9,608	\$12,905	\$16,060	\$18,504
<b>Net Operating Requirement</b>	-	-	-	-	-	-
<b>Full-time Equivalents</b>	-	-	3.0	3.0	3.0	3.0

# Community Revitalization Levies

---

## Capital City Downtown - Budget Changes for 2016-2018 (\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc.

Community Revitalization Levy revenues increase year-over-year due to new developments and increasing property values.

#### Transfer from Reserves

Transfer from Reserves decreases due to the projected increase in Community Revitalization Levy revenues.

### Expenditures & Transfers - Changes

#### Personnel

The increase in 2017 and 2018 are to account for approved cost of living adjustments, movement to job rate and benefit changes.

#### Materials, Goods, and Supplies

There are no changes to the Materials, Goods, and Supplies budget through 2016 - 2018.

#### External Services

The increase in 2016 is due to the Catalyst Project Service Package.

#### Intra-municipal Charges

There are no changes to the Intra-municipal Charges budget through 2016 - 2018.

#### Debt & Other Charges

The increase is due to new debt being issued as CRL activities continue.

### Full-Time Equivalents - Changes

There are no changes to full-time equivalents through 2016-2018.

# Community Revitalization Levies

## Approved 2016 - 2018 Budget - Program Summary

### Program Name - Capital City Downtown CRL

#### Results to be Achieved

The Capital City Downtown Community Revitalization Levy funds catalyst projects that will attract new investment and developments, residents and businesses to create a more vibrant, sustainable, well-designed and accessible downtown.

#### Cost Drivers

- Construction cost escalations for catalyst projects
- Increase in land values
- Debt servicing costs

#### Policy and/or Legislation

Zoning Bylaw 12800, Downtown Area Redevelopment Plan, Capital City Downtown Community Revitalization Levy Bylaw 16521, *Municipal Government Act*, Municipal Development Plan.

Resources (\$000)	Project Total	2012 - 2014 Actual	Projected				2019 - 2034
			2015	2016	2017	2018	
Revenue & Transfers	984,487	-	4,009	5,089	10,376	15,364	949,649
Debt Servicing	425,920	3,421	7,328	11,900	15,362	17,658	370,251
Admin & Non-Capital Costs	21,283	182	988	1,005	698	846	17,564
Total Expense	447,203	3,603	8,316	12,905	16,060	18,504	387,815
Subtotal	537,284	(3,603)	(4,307)	(7,816)	(5,684)	(3,140)	561,834
Intra-Municipal Recoveries	-	-	-	-	-	-	-
Net Income (Loss)	537,284	(3,603)	(4,307)	(7,816)	(5,684)	(3,140)	561,834

#### 2015 Services

- Initiate implementation and administration of the Levy and its constituent catalyst projects.
- Progress on catalyst project infrastructure included the following: construction of Rogers Place and associated infrastructure, construction of Phase 1 Drainage Intensification, detailed design for Alex Decoteau Park located at 105 Street and 102 Avenue, and initiated concept planning for Phase 1 Green and Walkable streetscaping (Arena Civic Interface).
- Work with internal and external community partners to coordinate marketing and communication activities to change perceptions, encourage people to come Downtown, attract investment and create excitement about Edmonton's downtown.
- Work with ENMAX and EPCOR to complete a business case for a District Energy System in downtown Edmonton.

#### Changes in Services for 2016 - 2018

- Implementation of other downtown catalyst projects.

# Community Revitalization Levies

## Branch - Downtown Arena

Program – Urban Renewal  
Title - Downtown CRL

Operating Impacts of Capital  
Funded  
Ongoing

### Results to be Achieved

Implementation of the Capital City Downtown Community Revitalization Levy (CRL) Plan (Bylaw #16521). The Plan identifies Catalyst Projects that will play a critical role in transforming the Downtown over the next 20 years. Catalyst Projects include the Arena, Jasper Avenue New Vision, Green and Walkable, 105 Street/102 Avenue Park, Warehouse Neighbourhood Central Park, Drainage upgrades, River Valley Promenades and Edmonton Academic and Cultural Centre (Galleria). The CRL Program will help stimulate growth, attract new businesses, design a more complete and vibrant Downtown neighbourhood, encourage quality urban design, increase the use of downtown amenities, and create a more vital Downtown which is vibrant, sustainable, well-designed and accessible. The CRL Plan anticipates that the CRL will generate from \$897 million to \$1,240 million over 20 years which will fund the program.

### Description

This service package will be funded from Downtown CRL Revenues. The program coordinates with external partners including the Downtown Vibrancy Task Force, the Downtown Community League, MacEwan University as well as multiple city departments. Strategic communication and CRL reporting are also work program outcomes. The key component of this service package is Debt Servicing at \$11.9 million in 2016, \$15.4 million in 2017 and \$17.7 million in 2018.

### Justification

On September 17, 2013, City Council approved the Capital City Downtown Community Revitalization Levy Plan and Bylaw (#16521). On April 16, 2014 the Province approved the CRL Plan and Bylaw through an Order in Council. The Downtown CRL began in January 2015. CRL funds must be used to fund implementation of infrastructure projects within the CRL area outlined in the CRL Plan.

This service package is the ongoing response to Council's direction to adopt a Community Revitalization Levy and implement the Capital City Downtown Catalyst Projects. Without funding for debt servicing the CRL Catalyst Projects cannot proceed as planned.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$3,297	3,297	-	-	\$3,155	3,155	-	-	\$2,444	2,444	-	-
<b>Total</b>	<b>\$3,297</b>	<b>3,297</b>	<b>-</b>	<b>-</b>	<b>\$3,155</b>	<b>3,155</b>	<b>-</b>	<b>-</b>	<b>\$2,444</b>	<b>2,444</b>	<b>-</b>	<b>-</b>



# Land Enterprise

---

## Introduction

### Land Development

Land development develops City-owned land for financial profit and to achieve other City objectives, by operating as a land development entity within the City. Land development represents an active portfolio of land development and real estate investment dating back to the 1970s. Land development manages the full cycle of real estate development: land acquisition, community planning, construction, and development. Operations are consistent with private sector business practices.

Land development manages a portion of the Land Enterprise Fund for land development purposes. The Fund's primary objective is to generate revenue in accordance with City Policy C511 - Land Development Policy. Retained earnings are reinvested to fund land development acquisition and development activities. An annual 25 percent dividend is provided to the City from development activities (City Policy C516B - Land Enterprise Dividend Policy).

Land development activities provide a wide range of housing and business choices to create a diverse range of local amenities, generate positive economic impacts, and encourage active, healthy lifestyles for citizens.

### Land for Municipal Purposes

The program provides land for municipal needs on a flow-through basis using approved capital budget profiles from a variety of City departments. Property Sales and Acquisitions acquires land through various methods including opportunity purchases, land exchanges, utility right-of-ways (surface and subterranean), rights of entries, and expropriation. The acquisition function under the Land for Municipal Purposes program is foundational for City capital projects and infrastructure.

The Civic Property Services team is responsible for overseeing the review and development of surplus City land and changing the use of surplus land based on strategic directions provided in *The Ways*. Beginning in 2016, City land holdings will be reviewed more strategically to identify land required for civic purposes and land that can be declared surplus to City needs. Administration determines whether there is potential to develop surplus land into new uses aligned with the City's strategic priorities when reviewing each surplus property.



# Land Enterprise

---

In a rapidly-changing world, land development activities are impacted by economic conditions, a highly competitive real estate market, and the cyclical nature of land development. Master planning work and community dialogue involve lengthy time frames. During this period, market conditions in general or specific lot product demand may dramatically change with resultant impacts to revenue forecasts. A variety of construction and development costs are incurred which are impacted by market demand and inflation.

Revenue recognition timing is contingent upon regulatory approval and subdivision plan registration. Prior to subdivision, various interested parties and approval agencies are involved in land development requirements. While these requirements are generally predictable in terms of certainty or resolution, they are less predictable in terms of timing; scheduling risks may impact project completion targets.

General market conditions, economic influences or local market competition may alter lot demand. Local lot demand is impacted by consumer confidence, business/employment opportunities, and demographic housing trends. Changes to mortgage fund availability may also have an impact on lot prices or the number of residential contract defaults. We continue to conservatively manage our exposure to the risk related to Alberta's economic environment while seeking to maximize market opportunities. Most recently, there were over 3700 applications received for 91 residential lots in Laurel Green. The revenue from the sale of these lots is expected in 2015.



# Land Enterprise

---

## Positive Change - Innovation & Continuous Improvement

Land Enterprise has planned or recently implemented the following positive changes:

- Land development activities have generated a total dividend of \$46.7 million from 2004 to 2014. This dividend continues to minimize the tax levy increase for the City and generates additional residential and non-residential annual tax revenue as lots are sold.
- In 2015, soil blending operations at Goodridge Corners were initiated to blend topsoil stripped from our development with Waste Management's compost. The sale of this bulk material is expected to support landscaping throughout the City.
- The sale of 166 residential lots in Laurel Green is expected to generate a \$44 million economic multiplier in direct and indirect residential construction costs.
- Land development continues to support cost-sharing new infrastructure with adjacent landowners to allow land development projects to proceed, thereby assisting with increasing the tax base.
- Organizational restructure created the opportunity to add private sector and procurement expertise to the Land Development team.
- New software has been sourced to improve development planning scenarios to better align with industry practices and create efficiencies for master-planning work.
- Invoicing business process improvements with the use of vendor imaging to create efficiencies and improved processing times for capital expenditures.
- Project management process review, update, and implementation to increase efficiency, transparency, and rigor for successful execution of land development projects.

# Land Enterprise

## Approved 2016-2018 Budget - Land Development

Land Development (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Land Sales - Residential/Mixed Use	9,072	12,227	20,470	22,105	26,085	25,856
Land Sales - ICI	35,722	25,312	48,333	8,609	19,092	18,662
Other Revenue	180	299	100	100	100	100
<b>Total Revenue &amp; Transfers</b>	<b>\$44,974</b>	<b>\$37,838</b>	<b>\$68,903</b>	<b>\$30,814</b>	<b>45,277</b>	<b>44,618</b>
<b>Expenditure &amp; Transfers</b>						
Cost of Land Sold - Residential/Mixed Use	6,930	7,734	8,946	14,000	19,884	20,268
Cost of Land Sold - ICI	27,736	13,805	39,974	6,886	14,545	16,549
Personnel	1,266	1,266	868	895	915	934
Materials, Goods, and Supplies	6	7	9	8	8	8
External Services	244	145	108	108	108	108
Intra-municipal Charges	2,123	2,345	3,851	3,606	3,624	3,637
Utilities & Other Charges	6	115	8	8	8	8
Subtotal	38,311	25,417	53,764	25,511	39,092	41,512
Intra-municipal Recoveries	-	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>\$38,311</b>	<b>\$25,417</b>	<b>\$53,764</b>	<b>\$25,511</b>	<b>39,092</b>	<b>41,512</b>
<b>Net Income (Loss)</b>	<b>\$6,663</b>	<b>\$12,421</b>	<b>\$15,139</b>	<b>\$5,303</b>	<b>\$6,185</b>	<b>\$3,106</b>
<b>Full-time Equivalents</b>						
	15.0	15.0	7.0	7.0	7.0	7.0

There was a reorganization in Land Enterprise and the Real Estate, Housing and Economic Sustainability Branch in 2015 that led to a reduction in the Land Enterprise full-time equivalents, personnel costs, and external services and also resulted in an offsetting increase in intra-municipal charges.

# Land Enterprise

---

## Budget Changes for 2016-2018

(\$000)

### Revenue & Transfers - Changes

#### Total Revenue

Sales projections are consistent with the sales projections provided in the 2015 Approved Operating Budget document. Administration will monitor land sales in 2016; if revisions to the projections for subsequent years are required based on the economy these revised revenues will be communicated in a timely manner.

### Expenditures & Transfers - Changes

#### Personnel

Minor increases in personnel costs in each of 2016 to 2018 to account for approved cost of living adjustments, movement to job rate and benefit changes.

#### Cost of Land Sold

Cost of Land Sold is based on sales projections. Sales projections are consistent with the sales projections provided in the 2015 Approved Operating Budget document. Administration will monitor land sales in 2016; if revisions to the projections for subsequent years are required based on the economy these revised revenues will be communicated in a timely manner.

#### Intra-municipal Charges

Intra-municipal charges decrease in 2016 mostly due to a reduction in lease space payments of \$204 as well as a reduction in the finance charge of \$47 due to a historical correction. This is offset by minor inflationary increases in other areas. Changes in 2017 and 2018 are due to general inflationary increases.

### Full-Time Equivalents - Changes

No changes in full-time equivalents through 2016-2018.

# Land Enterprise

## Approved 2016-2018 Budget - Land for Municipal Purposes

Land for Municipal Purposes (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b> <sup>1</sup>						
Land Sales - Residential/Mixed Use					-	-
Land Sales - ICI					-	-
Other Revenue	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	-	-	-	-	-	-
<b>Expenditure &amp; Transfers</b>						
Cost for Land - For Municipal Purposes	23,521	66,375	62,476	89,603	39,456	23,334
Personnel	-	-	-	-	-	-
Materials, Goods, and Supplies	-	-	-	-	-	-
External Services	-	-	-	-	-	-
Intra-municipal Charges	-	-	-	-	-	-
Utilities & Other Charges	-	-	-	-	-	-
Subtotal	23,521	66,375	62,476	89,603	39,456	23,334
Intra-municipal Recoveries	(23,521)	(66,375)	(62,476)	(89,603)	(39,456)	(23,334)
<b>Total Expenditure &amp; Transfers</b>	-	-	-	-	-	-
<b>Net Income (Loss)</b>	-	-	-	-	-	-
<b>Full-time Equivalents</b>	-	-	-	-	-	-

### Explanatory Notes

1. Revenue projections will be incorporated into future budget submissions, pending Council's review and approval of land governance models which may include a proposed Municipal Development Corporation.

# Land Enterprise

---

## Budget Changes for 2016-2018 - Land For Municipal Purposes

(\$000)

### Revenue - Changes

#### Total Revenue

No revenue changes expected through 2016-2018.

### Expenditures - Changes

#### Total Expenditures

No total expenditure changes expected through 2016-2018.

### Full-time Equivalents - Changes

No changes in full-time equivalents through 2016-2018.



# Land Enterprise

## Approved 2016 - 2018 Budget - Program Summary (\$000)

### Program Name - Land Development

#### Results to be Achieved

Industrial-commercial-institutional (ICI) and residential/mixed-use land development is achieved to further strategic objectives. ICI development projects support business-economic development initiatives. Residential projects support affordable housing initiatives. Business practices are consistent with the land development industry.

#### Cost Drivers

- Market competition, both supply/demand factors
- Economic conditions including the construction price index (land, consulting, and capital infrastructure cost changes)
- Land acquisition costs - shorter land holding periods may reduce profit

#### Policy and/or Legislation

- City Policy C511 - Land Development Policy, City Policy C516B - Land Enterprise Dividend Policy, Industrial Land Strategy

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	44,974	37,838	68,903	30,814	45,277	44,618
Expenditures & Transfers	38,311	25,417	53,764	25,511	39,092	41,512
Subtotal	6,663	12,421	15,139	5,303	6,185	3,106
Intra-Municipal Recoveries	-	-	-	-	-	-
Net Income (Loss)	\$6,663	\$12,421	\$15,139	\$5,303	\$6,185	\$3,106
Full-Time Equivalents	15.0	15.0	7.0	7.0	7.0	7.0

#### 2015 Services

Land Development activities contribute to *The Ways*, advancing Council-approved strategic objectives while striving to enhance citizens' lives and to build Edmonton's global reputation. This is accomplished through involvement in innovative land developments, marketing of developed lots and including sustainability requirements in sales agreements.

- Laurel multi-family lot servicing for affordable housing (Habitat for Humanity) completed.
- Lot-draw for 166 Laurel residential lots occurred.
- Planning was completed for highway commercial land.

#### Changes in Services for 2016 - 2018

- Land servicing in Goodridge Corners for the Northwest EPS Campus will be completed.
- Industrial land development phases in Rampart and Goodridge Corners.
- Residential-mixed use development development phases in Laurel, Schonsee, and Goodridge Corners.

# Land Enterprise

## Approved 2016 - 2018 Budget - Program Summary (\$000)

### Program Name - Land for Municipal Purposes

#### Results to be Achieved

The Land for Municipal Purposes program is a flow-through account for land acquisition that is required for various City Council-approved municipal projects where departments have funded capital profiles.

#### Cost Drivers

- Increasing values for land and higher expropriation costs
- Short timelines to acquire needed lands
- Acquisition file volume and complexity

#### Policy and/or Legislation

- *Municipal Government Act, Expropriation Act, City Policy C511 - Land Development Policy, City Policy C516B - Land Enterprise Dividend Policy*

Resources (\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditures & Transfers	23,521	66,375	62,476	89,603	39,456	23,334
Subtotal	23,521	66,375	62,476	89,603	39,456	23,334
Intra-Municipal Recoveries	(23,521)	(66,375)	(62,476)	(89,603)	(39,456)	(23,334)
Net Income (Loss)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Full-Time Equivalents*	-	-	-	-	-	-

\* Capacity to acquire land for municipal purposes is located in the Property Sales and Acquisitions section within Real Estate Housing and Economic Sustainability. This section provides real estate acquisition and disposition services.

#### 2015 Services

- Acquired land for City Council approved capital projects (e.g. Valley Line LRT, The Quarters etc.)
- Land expropriation providing foundational land components for City Council approved capital projects

#### Changes in Services for 2016 - 2018

- A design/build competition will pilot new infill development on surplus city land located within existing neighbourhoods to advance infill.
- Corporate review of over 9,300 City land holdings based on new land governance guidelines and processes.

# Land Enterprise

## Pro-Forma Income Statement - Land Development <sup>1,2</sup>

Land Development (\$000)	2016 Projection	2017 Projection	2018 Projection	2019 Projection
<b>Revenues</b>				
Land Sales	\$ 30,714	\$ 45,177	\$ 44,518	\$ 37,524
Cost of Land Sold <sup>3</sup>	20,886	34,429	36,817	27,660
Gross Margin <sup>4</sup>	9,828	10,748	7,701	9,864
Gross Margin %	32%	24%	17%	26%
Other Revenue	100	100	100	100
<b>Net Revenues <sup>5</sup></b>	<b>9,928</b>	<b>10,848</b>	<b>7,801</b>	<b>9,964</b>
<b>Expenditures</b>				
Personnel	895	915	934	953
Materials, Goods and Supplies	8	8	8	8
External Services	108	108	108	110
Intra-municipal Services	3,606	3,624	3,637	3,710
Utilities & Other Charges	8	8	8	8
<b>Net Expenditures</b>	<b>4,625</b>	<b>4,663</b>	<b>4,695</b>	<b>4,789</b>
<b>Net Income<sup>6</sup></b>	<b>5,303</b>	<b>6,185</b>	<b>3,106</b>	<b>5,175</b>
Retained Earnings <sup>7</sup> , Beginning of Year	177,660	179,178	184,037	185,597
Dividends Payable to General Government	(3,785)	(1,326)	(1,546)	(777)
<b>Retained Earnings, End of Year</b>	<b>\$ 179,178</b>	<b>\$ 184,037</b>	<b>\$ 185,597</b>	<b>\$ 189,995</b>

## Explanatory Notes

1. Land development estimates measure the cost of sales prior to all costs being committed or known. These accounting estimates are necessary for the purposes of reporting annual earnings and resultant dividend. Budget preparation is therefore conservative in nature.
2. The nature of a land development pro forma requires forward looking assumptions and involves risks and uncertainties related to the business and general economic environment.
3. When land is sold, total costs incurred to bring the land to market are included in the Cost of Land Sold.
4. Margins fluctuate depending on timing of land development, regulatory approval, and projected sales timing including absorption and market trends.
5. The forecast revenue is premised on industry-standard pro forma calculations. Revenue and dividend may be impacted when including City-building initiatives.
6. Net income from land development may be proportionately lower than industry when:
  - Land development for resale is diverted to meet City operational requirements; Land Enterprise forgoes a profit opportunity as the land may be transferred to the operating department at lower than market value.
  - Development of affordable lots, priced lower than average market rates, are created in accordance with City Policy C511 - Land Development Policy.
  - Investments are made in infrastructure to facilitate private sector development.
7. Retained Earnings represents the accumulated profit of Land Enterprise that has been reinvested to grow the land development asset base and facilitate ongoing operations. Land Development net income (revenues in excess of expenses) has been used historically to return dividend to the City, reduce City debt, and invest in municipal real estate.

# Land Enterprise

## Pro-Forma Balance Sheets - Land Development

Land Development (\$000)	2016 Projection	2017 Projection	2018 Projection	2019 Projection
<b>Financial Assets</b>				
Accounts Receivable	\$ 2,078	\$ 2,375	\$ 2,208	\$ 560
Land Inventory - Land Development <sup>1</sup>	154,513	178,071	208,978	189,184
Land Inventory - Other <sup>2</sup>	59,137	46,557	33,768	26,296
<b>Total Assets</b>	<b>215,728</b>	<b>227,003</b>	<b>244,954</b>	<b>216,040</b>
<b>Liabilities</b>				
Accounts Payable and Accrued Liabilities <sup>3</sup>	11,372	9,007	6,087	640
Due to the City of Edmonton	25,178	33,959	53,270	25,405
<b>Total Liabilities</b>	<b>36,550</b>	<b>42,966</b>	<b>59,357</b>	<b>26,045</b>
<b>Net Financial Assets (Net Debt)</b>	<b>179,178</b>	<b>184,037</b>	<b>185,597</b>	<b>189,995</b>
<b>Equity</b>				
Retained Earnings <sup>4</sup>	179,178	184,037	185,597	189,995
<b>Total Retained Earnings</b>	<b>\$ 179,178</b>	<b>\$ 184,037</b>	<b>\$ 185,597</b>	<b>\$ 189,995</b>

## Explanatory Notes

1. Land Inventory - Development includes the original acquisition cost of undeveloped land plus any servicing and other costs. Other costs may include land acquisition, planning and design, servicing assessments, construction costs, infrastructure investment, marketing, and sale costs.
2. Land Inventory - Other includes the original acquisition cost of land surplus by other City departments plus any servicing and other costs. Other costs may include land acquisition, planning and design, servicing assessments, construction costs, infrastructure investment, marketing, and sale costs. The 2016 projected balance includes lands that will be used for future development - those lands are removed in the year that they are sold.
3. Accounts payable and accrued liabilities are primarily an estimate related to outstanding development costs for work completed by a year end.
4. Retained Earnings represents the accumulated profit of Land Enterprise that has been reinvested to grow the land development asset base and facilitate ongoing operations. Land Development net income (revenues in excess of expenses) has been used historically to return dividend to the City, reduce City debt, and invest in municipal real estate.

# Land Enterprise

## Pro-Forma Income Statement - Land for Municipal Purposes

Land for Municipal Purposes (\$000)	2016 Projection	2017 Projection	2018 Projection	2019 Projection
<b>Revenues <sup>1</sup></b>				
Land Sales	-	-	-	-
Cost of Land Sold	-	-	-	-
Gross Margin				
Gross Margin %				
Other Revenue				
<b>Net Revenues</b>	-	-	-	-
<b>Expenditures</b>				
Cost Of Land Transferred - City Use <sup>2</sup>	89,603	39,456	23,334	-
Personnel	-	-	-	-
Materials, Goods and Supplies	-	-	-	-
External Services	-	-	-	-
Intra-municipal Services	-	-	-	-
Utilities & Other Charges	-	-	-	-
Subtotal	89,603	39,456	23,334	-
Intra-Municipal Recoveries - Land Transfer	(89,603)	(39,456)	(23,334)	-
<b>Net Expenditures</b>	-	-	-	-
<b>Net Income</b>	-	-	-	-
Retained Earnings, Beginning of Year	-	-	-	-
Dividends Payable to General Government	-	-	-	-
<b>Retained Earnings, End of Year<sup>3</sup></b>	-	-	-	-

### Explanatory Notes

1. Revenue projections will be incorporated into future budget submissions, pending Council's review and approval of land governance models, which may include a proposed Municipal Development Corporation.
2. Land acquisition and transfer of land for municipal use is based on current information for approved and proposed capital projects in the 2015-2018 capital budget cycle, expected settlement of expropriations, and repayment of strategic land acquisition for other City departments. Future land acquisitions will be determined through future capital budget cycles.
3. Retained Earnings represents the accumulated profit of Land Enterprise that has been reinvested to grow the land development asset base and facilitate ongoing operations. Land Development net income (revenues in excess of expenses) has been used historically to return dividend to the City, reduce City debt, and invest in municipal real estate.

# Land Enterprise

## Pro-Forma Balance Sheets - Land for Municipal Purposes

Land for Municipal Purposes (\$000)	2016 Projection	2017 Projection	2018 Projection	2019 Projection
<b>Financial Assets</b>				
Land for Municipal Purposes <sup>1</sup>	57,138	45,464	44,464	44,464
<b>Total Assets</b>	57,138	45,464	44,464	44,464
<b>Liabilities</b>				
Accounts Payable and Accrued Liabilities <sup>2</sup>	22,196	339	339	339
Due to the City of Edmonton <sup>3</sup>	34,942	45,125	44,125	44,125
<b>Total Liabilities</b>	57,138	45,464	44,464	44,464
<b>Net Financial Assets (Net Debt)</b>	-	-	-	-
<b>Equity</b>				
Retained Earnings <sup>4</sup>	-	-	-	-
<b>Total Retained Earnings</b>	-	-	-	-

### Explanatory Notes

1. Land for municipal purposes identifies lands purchased for the needs of other departments that were not capitalized at the time of acquisition and where an outstanding debt remains to Land Enterprise. A significant portion of this land is associated with parkland acquisition.
2. Accounts payable and accrued liabilities is primarily an estimate related to outstanding expropriation commitments.
3. Due to the City of Edmonton represents the City's working capital contribution to finance land purchases for municipal purpose on an interim basis. Administration has implemented a number of strategies to effectively manage this balance.
4. Revenue projections will be incorporated into future budget submissions, pending Council's review and approval of land governance models, which may include a proposed Municipal Development Corporation. Revenues should be sufficient to cover the current net income shortfall. If not, it will be rolled up into Land Enterprise and be covered by surplus land sales and will not impact the tax levy

Page intentionally left blank



# Department — Transportation Services

## Introduction

Transportation encompasses more than moving people, goods and services around Edmonton. It is essential infrastructure that shapes our urban form, impacts our economic well-being and is a primary contributor to our City's environmental, financial and social sustainability. Transportation Services manages all aspects of the transportation system, including vital support functions that make up the comprehensive citywide transportation network. The Way We Move, the City's Transportation Master Plan, guides development of the transportation system in conjunction with Council's vision for a 21st century city. This plan results in a balance between meeting the future demands of a diverse and growing population with the current costs of renewing and rehabilitating our aging infrastructure. The Transportation Master Plan guides investments that support Council's initiatives and the Way Ahead goals in order to achieve our corporate targets.

The 2016-2018 operating budget advances initiatives such as the "What Moves You?" transit strategy, LRT prioritization and expansion planning, bus network optimization and active modes travel in order to meet our corporate targets for Transit Ridership (2018 Target: 105 Rides/Capita) and Journey to Work Mode (2018 target: 25.9% non-driver commuters). Initiatives such as Smart Bus (real-time schedule information) and electric bus testing also ensure a modern, convenient and environmentally-friendly transit system for citizens that support The Way Ahead goals.

The department continues to manage capital programs to protect the City's assets and improve livability and business satisfaction. Enhancing arterial and commercial routes is a key component of improving the Business Satisfaction with goods and services transportation (2018 target: 53% satisfaction). Travel Time and Reliability on the City's inner ring road and highway connectors is being maintained through efforts to minimize delays through motor vehicle collisions and meet our targets (2018 travel time targets: <11 Minutes 50% of time; < 14 Minutes - 85% of time).

The operating budget also proposes initiatives to make roads and neighbourhoods safer and more livable, such as the Road Safety Strategy (to reduce fatalities, injury and property damage from motor vehicle collisions), community traffic management plans (to address speeding and shortcutting) and Complete Streets implementation (capital renewals). All of these local initiatives are accompanied by significant enhancements in public engagement and consultation.

To ensure that Edmonton remains a safe and inclusive community, investments are proposed to enhance transit safety and security and create a low income transit pass, while also continuing the youth pass, so that all residents can easily enjoy accessible, safe transit when they need it.

Transportation Services represents a significant proportion of the City's operations, employing approximately one third of City staff, while annual operating costs of the transportation system represent approximately one-quarter of the City's tax-supported operations. Our employees comprise a workforce dedicated to the responsible stewardship of valuable City assets and to enhancing the lives of Edmontonians through their interactions with citizens everyday.

[http://www.edmonton.ca/city\\_government/budget\\_taxes/departments-business-plans-2016-2018.aspx](http://www.edmonton.ca/city_government/budget_taxes/departments-business-plans-2016-2018.aspx)

### BRANCHES AND PROGRAMS

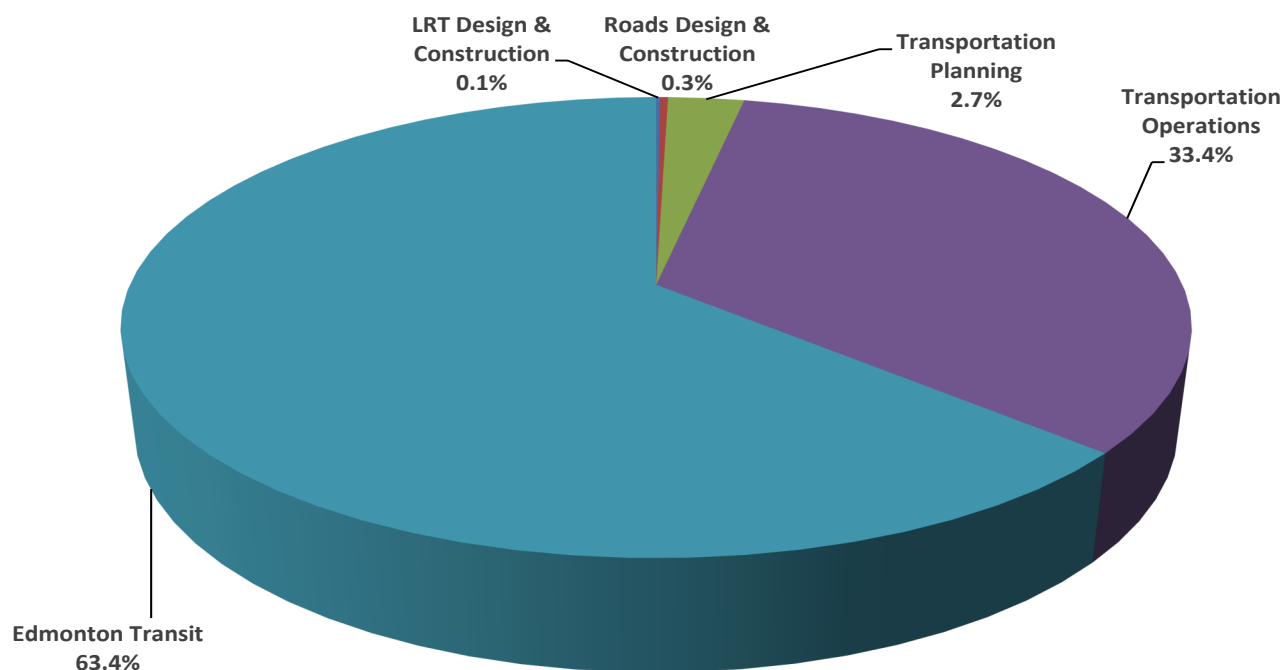
Transportation Planning	Roads Design and Construction	Transportation Operations	Edmonton Transit	LRT Design and Construction
Development Planning & Engineering	Arterial Roads	Engineering Services	Bus and LRT	LRT Design and Construction
Facility and Capital Planning	Neighbourhood Renewal	Parking Operations	Disabled Adult Transit Service (DATS)	
Policy Implementation and Evaluation	Special Projects	Roadway Maintenance		
Public Engagement		Snow and Ice Control		
Sustainable Transportation		Traffic Operations, Signals and Street Lighting		
		Traffic Safety and Automated Enforcement		

# Department — Transportation Services

## Approved 2016-2018 Budget – Department Summary by Branch

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
41ST AVE SW QE2 HWY Interchange	12,954	17,466	-	-	-	-
Edmonton Transit	137,314	134,857	135,463	138,540	141,625	144,511
LRT Design & Construction	1,834	1,720	1,128	100	100	100
Roads Design & Construction	6	-	-	-	-	-
Transportation Operations	65,614	69,228	38,084	42,949	43,490	43,516
Transportation Planning	1,011	136	69	1,354	1,488	1,844
<b>Total Revenue &amp; Transfers</b>	<b>\$218,733</b>	<b>\$223,407</b>	<b>\$174,744</b>	<b>\$182,943</b>	<b>\$186,703</b>	<b>\$189,971</b>
<b>Expenditure &amp; Transfers</b>						
41ST AVE SW QE2 HWY Interchange	12,954	17,466	-	-	-	-
Edmonton Transit	311,356	317,179	344,089	352,795	364,518	380,059
LRT Design & Construction	2,500	2,430	1,867	820	831	842
Roads Design & Construction	1,403	1,335	1,463	1,572	1,624	1,679
Transportation Operations	194,400	202,976	175,687	186,175	192,926	198,228
Transportation Planning	14,740	13,771	14,473	15,410	15,778	16,338
<b>Total Expenditure &amp; Transfers</b>	<b>\$537,353</b>	<b>\$555,157</b>	<b>\$537,579</b>	<b>\$556,772</b>	<b>\$575,677</b>	<b>\$597,146</b>
<b>Net Operating Requirement</b>	<b>\$318,620</b>	<b>\$331,750</b>	<b>\$362,835</b>	<b>\$373,829</b>	<b>\$388,974</b>	<b>\$407,175</b>

## Expenditures by Branch 2016 - 2018



# Department — Transportation Services

## Approved 2016-2018 Budget – Department Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	200,713	206,391	158,858	162,333	165,617	168,504
Grants	18,020	17,016	-	-	-	-
Transfer from Reserves	-	-	15,886	20,610	21,086	21,467
<b>Total Revenue &amp; Transfers</b>	<b>\$218,733</b>	<b>\$223,407</b>	<b>\$174,744</b>	<b>\$182,943</b>	<b>\$186,703</b>	<b>\$189,971</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	288,098	293,572	317,085	329,827	340,568	352,936
Materials, Goods and Supplies	52,590	55,489	46,556	52,430	56,127	59,747
External Services	70,573	86,304	66,821	74,349	75,031	79,127
Fleet Services	120,230	117,214	117,813	118,232	121,130	121,455
Intra-municipal Charges	15,531	15,596	15,130	17,849	18,702	19,129
Utilities & Other Charges	33,085	24,921	27,137	27,562	27,980	29,890
Transfer to Reserves	15,094	21,014	1,375	1,745	1,745	1,745
Subtotal	595,201	614,110	591,917	621,994	641,283	664,029
Intra-municipal Recoveries	(57,848)	(58,953)	(54,338)	(65,222)	(65,606)	(66,883)
<b>Total Expenditure &amp; Transfers</b>	<b>\$537,353</b>	<b>\$555,157</b>	<b>\$537,579</b>	<b>\$556,772</b>	<b>\$575,677</b>	<b>\$597,146</b>
<b>Net Operating Requirement</b>	<b>\$318,620</b>	<b>\$331,750</b>	<b>\$362,835</b>	<b>\$373,829</b>	<b>\$388,974</b>	<b>\$407,175</b>
<b>Full-time Equivalents</b>	3,398.4	3,435.9	3,524.2	3,559.7	3,578.2	3,593.2

Budget details are provided at Branch Level

---

Page intentionally left blank

# Branch — Edmonton Transit System

## Introduction

Edmonton Transit System (ETS) is a vital City link that connects citizens to their community - for work, leisure, education and cultural opportunities. Citizens of all ages choose to use and depend on Edmonton Transit to meet their travel needs. In 2015, Edmonton Transit will provide over two million hours of transit service and will carry approximately 90 million passengers.

The City of Edmonton's highly cultural fabric is an extension of the diversity of its population and the enthusiastic way its citizens come together to celebrate that diversity. ETS is a key facilitator of linking communities in recognition of the goal that "Edmontonians are connected to the City in which they live, work and play." ETS provides a public transit system that is fully accessible to all Edmontonians through a variety of accessibility features, including low floor and kneeling buses, community buses and accessible LRT. ETS also operates the Disabled Adult Transit Service (DATS) that provides over 930,000 trips annually to those who are unable to use conventional transit. New services in 2015 included Late Night (Owl) and new Peak Period services to developing areas of the City. 2015 also saw the opening of the Metro Line LRT, connecting post secondary institutions in the City.



ETS has a number of programs to ensure that all Edmontonians have access to their City. ETS supports the Donate-A-Ride charity, which last year, donated over 100,000 adult tickets to agencies. In addition, ETS is developing a low income transit fare program to be considered by City Council. This program would introduce a subsidized fare for low-income citizens, complementing the services currently provided by Donate-A-Ride. ETS is further partnering with outside agencies to provide 100 passes to vulnerable youth for a six-month trial period. These programs will combine to ensure all citizens can go where they want, when they need to and support the long-term plan to end poverty in Edmonton within a generation.

While providing service to commuters, safety is always at the forefront of everything ETS does. The goal that "Edmonton is a safe City" recognizes that individuals who feel safe are more likely to participate in community activities and use City resources that contribute to social sustainability, health and wellness, community connectedness and quality of life. ETS demonstrated its ongoing commitment to community safety in 2015 with the launch of a zero-tolerance for sexual harassment campaign.

This 2016-2018 Operating Budget is an example of ETS' commitment to innovation, excellence and leadership. To find ways to grow ridership, ETS critically reviews routes against service standards with the intention to provide more frequent service and reduced travel time. 2017 and 2018 will see a reallocation of service hours to help achieve corporate targets.



ETS is committed to continual improvement of its services to enhance the quality of life for all citizens. This continual improvement will advance Council's Way Ahead goals of transportation mode shift, increased ridership and more efficient movement of goods and services that rely on the transportation network. ETS is proud to be a leader in moving Edmonton forward.

## Branch — Edmonton Transit System

---

The City of Edmonton is a growing and vibrant City. Ongoing pressure to expand and enhance transit service is expected to continue and as such, Edmonton Transit has identified the following emerging issues:

### **Urban Growth and Cost of Service Delivery**

The city's suburban areas are experiencing significant growth. Travel to and from areas farther from the City core can cost more to serve than central neighbourhoods. Attempts are made to meet transit service levels warranted by policy in the newer areas, however there are increasing cost pressures to deliver the service.

### **Financial Sustainability**

There is a need to determine the optimal subsidy, expenditures and user fees to sustain current public transit services and future growth needs.

### **Land Use**

There is a need to define how public transit will support City goals of intensification of land uses and additional infill density. Successful Transit Oriented Development (TOD) relies on the integration of transit to achieve The Way We Grow outcomes. Public transit will also be under pressure to support new residential development and business needs in non-residential areas.

## Positive Change - Innovation & Continuous Improvement

### **Minibus**

Minibus is a schedule optimization module to utilize buses more efficiently. This is a continuous improvement initiative, resulting in \$642,000 in annual savings. \$307,000 has been reallocated to other routes to address emerging operational concerns such as overloads and schedule adherence. The remaining \$335,000 was harvested for contribution to the 2% initiative savings. Minibus also resulted in a \$27 million cost avoidance, deferring the need to purchase buses required to accommodate the growing demand for peak period service.

### **Performance Standard Review**

Annually, ETS conducts ongoing performance reviews of its bus routes to identify routes with lower ridership. In 2015, a review was conducted and 10,000 hours of service were reinvested in routes with higher ridership. In 2016, ETS is taking an aggressive approach to reallocation of service hours to grow ridership per capita.

### **Smart Fare**

GreenTRIP funding for the regional Smart Fare initiative was announced by the province of Alberta on September 2, 2015. This allows the City of Edmonton to continue work with the City of St. Albert and the County of Strathcona on the initiative. Smart Fare will be an account based, open payment electronic fare system that provides the ability to introduce innovative fare policy options. It is projected to be implemented in 2018.

### **Smart Bus**

By mid 2016, all buses in the ETS fleet will be equipped with the Smart Bus technology. This technology offers a variety of benefits including having real-time schedule information available to transit passengers, automated stop announcements and enhanced safety features such as live look-in for buses equipped with onboard camera systems.

### **Electric Bus**

Testing of electric buses will occur over the winter of 2015-2016. In alignment with The Way We Green, this initiative will allow the City to evaluate the feasibility of adding a more sustainable vehicle-type to Transit's fleet.

### **Regionalization**

Preliminary discussions have commenced with the City of St. Albert regarding improved coordination in the provision of transit services.

## Branch — Edmonton Transit System

### Approved 2016-2018 Budget – Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	132,264	134,857	135,463	138,540	141,625	144,511
Grants	5,050	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$137,314</b>	<b>\$134,857</b>	<b>\$135,463</b>	<b>\$138,540</b>	<b>\$141,625</b>	<b>\$144,511</b>
<b>Expenditure &amp; Transfers</b>						
Bus & LRT	283,910	288,612	315,813	324,539	335,396	350,043
DATS	27,446	28,567	28,276	28,256	29,122	30,016
<b>Total Expenditure &amp; Transfers</b>	<b>\$311,356</b>	<b>\$317,179</b>	<b>\$344,089</b>	<b>\$352,795</b>	<b>\$364,518</b>	<b>\$380,059</b>
<b>Net Operating Requirement</b>	<b>\$174,042</b>	<b>\$182,322</b>	<b>\$208,626</b>	<b>\$214,255</b>	<b>\$222,893</b>	<b>\$235,548</b>
<b>Full-time Equivalents</b>	2,289.5	2,323.0	2,395.3	2,401.3	2,409.8	2,416.8



# Branch — Edmonton Transit System

## Approved 2016-2018 Budget – Branch Summary by Cost Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	132,264	134,857	135,463	138,540	141,625	144,511
Grants	5,050	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$137,314</b>	<b>\$134,857</b>	<b>\$135,463</b>	<b>\$138,540</b>	<b>\$141,625</b>	<b>\$144,511</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	183,128	188,556	206,903	212,041	218,549	226,456
Materials, Goods and Supplies	6,348	7,929	8,247	9,157	10,897	12,661
External Services	21,166	22,181	23,823	24,438	24,969	28,589
Fleet Services	88,403	85,241	90,989	90,287	92,630	92,722
Intra-municipal Charges	8,617	8,465	7,539	9,138	9,546	10,029
Utilities & Other Charges	8,508	9,070	9,863	11,447	11,771	13,586
Subtotal	316,170	321,442	347,364	356,508	368,362	384,043
Intra-municipal Recoveries	(4,814)	(4,263)	(3,275)	(3,713)	(3,844)	(3,984)
<b>Total Expenditure &amp; Transfers</b>	<b>\$311,356</b>	<b>\$317,179</b>	<b>\$344,089</b>	<b>\$352,795</b>	<b>\$364,518</b>	<b>\$380,059</b>
<b>Net Operating Requirement</b>	<b>\$174,042</b>	<b>\$182,322</b>	<b>\$208,626</b>	<b>\$214,255</b>	<b>\$222,893</b>	<b>\$235,548</b>
<b>Full-time Equivalents</b>	2,289.5	2,323.0	2,395.3	2,401.3	2,409.8	2,416.8

# Branch — Edmonton Transit System

## Budget Changes for 2016 - 2018

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc.

Additional revenues are expected from fare increases averaging 3% annually beginning with \$1,500 in 2016, \$2,130 in 2017 and \$2,585 in 2018. A net revenue increase of \$1,577 will occur in 2016 and \$955 in 2017 from U-Pass, advertising contracts, Smart Bus and Developer Contributions. In 2018 a net revenue increase of \$301 will come from advertising contracts and Developer Contributions.

### Expenditures & Transfers - Changes

#### Personnel

Personnel costs will increase primarily due to Settlements of \$4,746 in 2016, \$3,984 in 2017 and \$4,739 in 2018. The Operating Impacts of Capital, Low-Income and other Increments and benefits will provide increases of \$1,465 in 2016, \$2,524 in 2017 and \$3,168. Innovation personnel efficiencies of \$737 and Min-Bus savings of \$335 will occur in 2016.

#### Material, Goods & Supplies

There is an increase of \$777 in 2016 for Smart Bus. The Low Income Transit Pass requires \$139 in 2016, \$1,602 in 2017 and \$1,586 in 2018. Various other items will increase costs due to inflation by \$124 in 2016, \$289 in 2017 and \$281 in 2018. Savings from Innovation efficiencies will offer \$130 in 2016. Savings of \$151 in 2017 and \$103 in 2018 will be provided from Smart Bus and 2% Innovations.

#### External Services

Smart Fare will increase costs by \$3,264 in 2018. Smart Bus will increase costs by \$150 in 2016. Savings from 2% Innovation of \$60 will occur in 2016. DATS Accommodation will increase costs by \$174 in 2017 and \$66 in 2018. Various inflationary items will increase costs by \$525 in 2016, \$357 in 2017 and \$290 in 2018.

#### Fleet Services

There is an increase of \$2,508 in 2016, \$2,701 in 2017, and \$2,059 in 2018 for maintaining the fleet. A decrease of \$2,953 is expected in 2016 and \$846 in 2018 with an increase of \$2,052 in 2017 attributable to fuel cost changes. Leap year adjustments in 2016 will add \$283 which is reversed in 2017. Bus mid-life refurbishments will save \$540 in 2016, \$530 in 2017 and \$500 in 2018 in maintenance costs. Smart Bus will provide maintenance savings of \$497 in 2017 and fuel savings of \$1,100 in 2017 and \$621 in 2018.

#### Intra-municipal Services

An increase of \$1,599 will occur in 2016 primarily because of increased Building Maintenance costs. The majority of the increased costs of \$408 in 2017 and \$483 in 2018 come from Building Maintenance and Custodial costs.

#### Utilities & Other Charges

Smart Fare will require \$1,530 in 2018. The Metro Line will require an additional \$1,244 in power costs in 2016 and \$39 in 2017. Smart Bus adds \$146 in 2016, while other items from inflation and savings net to \$194 in 2016 and \$285 in 2017 and 2018.

#### Intra-municipal Recoveries

An increase in Accident Recoveries provides \$253 in 2016, \$111 in 2017 and \$120 in 2018. DATS recoveries will add \$125 in 2016. Other various recoveries add \$60 in 2016, \$20 in 2017 and 2018.

### Full-time Equivalents - Changes

There is a total increase of 21.5 FTEs over the 3 years. The LRT Maintenance Foremen and Escalator Technician will add 3.0 FTEs. Smart Bus will add 5.0 FTEs. The Low Income Transit Pass will add 13.5 FTEs.

# Branch — Edmonton Transit System

## Approved 2016-2018 Budget – Program Summary

### Program Name - Bus and LRT

#### Results to be Achieved

Transit is focused on enhancing the use of public transit and active modes of transportation. In support of achieving this goal, Transit has developed a series of performance measures which are used to measure performance including;

- 105 rides per capita by 2018 (103 riders per capita in 2016; 104 in 2017)
- Journey to work mode split - 25.9% by 2018
- Percent customer satisfaction with reliability - 75% by 2018 (70% in 2016; 72.5% in 2017)
- Percent customer satisfaction with operators' behaviour (helpful & courteous) - 90% by 2018 (85% in 2016; 87.5% in 2017)
- Percent customer satisfaction with operators' driving performance - 90% by 2018 (85% in 2016; 87.5% in 2017)
- Percent customer satisfaction with personal safety at bus stops, Transit Centres and LRT stations - 80%
- Percent customer satisfaction with personal safety on buses and LRT - 80%
- ETS security disorder rate per 100,000 boardings - 6.5

#### Cost Drivers

- Increase of service hours (Bus and LRT)
- Aging of existing infrastructure
- Aging and service life of existing fleet
- Personnel costs
- Maintenance and fuel charges
- Integrating new and updated technology solutions

#### Policy and/or Legislation

- The Way Ahead/The Way We Move/The Way We Grow/The Way We Live/The Way We Green/The Way We Finance/The Way We Prosper
- Transit Service Standards - Policy C539
- Edmonton Transit System Fare Policy - Policy C451G2015

#### Resources

	2013	2014	Adjusted			
(\$000)	Actual	Actual	2015	2016	2017	2018
			Budget	Budget	Budget	Budget
Revenue & Transfers	\$134,802	\$132,289	\$133,057	\$136,134	\$139,219	\$142,105
Expenditure & Transfers	288,156	292,097	318,307	327,345	338,313	353,080
Subtotal	153,354	159,808	185,250	191,211	199,094	210,975
Intra-municipal Recoveries	(4,246)	(3,485)	(2,494)	(2,806)	(2,917)	(3,037)
Net Operating Requirement	\$149,108	\$156,323	\$182,756	\$188,405	\$196,177	\$207,938
Full - Time Equivalents	2,099.8	2,134.3	2,204.7	2,210.7	2,216.7	2,220.7

#### 2015 Services

- Provided over two million service hours, with ridership projected to be approximately 90 million
- The Metro Line opened in September 2015. This added 3.3 kilometers of LRT service from Churchill station to NAIT
- Late Night (Owl) and new Peak Period service to developing areas of the City was also introduced in September 2015

#### Changes in Services for 2016 - 2018

- Low Income Transit Pass will be considered by City Council in the fall of 2015
- Edmonton Transit will begin reallocating bus service, including more frequent service and reduced travel time to achieve its goal of growing ridership per capita and by providing service enhancements in higher demand areas, resulting in more frequent bus service, reduced passenger travel time and improved bus schedule adherence
- Edmonton Transit is proposing a rate increase averaging three percent annually over 2016 - 2018

# Branch — Edmonton Transit System

## Approved 2016-2018 Budget – Program Summary

### Program Name - DATS

#### Results to be Achieved

Transit is focused on enhancing the use of public transit and active modes of transportation and accessibility to persons with disabilities. In support of achieving these goals, Transit has developed a series of performance measures which are used to measure performance including;

- DATS Ride Accommodation Rate - 98%
- DATS on-time performance - 90%

#### Cost Drivers

- Aging and service life of existing fleet
- Aging of existing infrastructure
- Increasing demand due to aging and growing population
- Movement towards aging in place and community living
- Service delivery model
- Personnel costs
- Maintenance and fuel charges
- Transit policy changes (service area coverage, service hours and fare policy)
- Eligibility policy
- Accessibility of conventional transit system

#### Policy and/or Legislation

- The Way Ahead/The Way We Move/The Way We Live/The Way We Prosper
- Human Rights Legislation

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$2,512	\$2,568	\$2,406	\$2,406	\$2,406	\$2,406
Expenditure & Transfers	28,014	29,345	29,057	29,163	30,049	30,963
Subtotal	25,502	26,777	26,651	26,757	27,643	28,557
Intra-municipal Recoveries	(568)	(778)	(781)	(907)	(927)	(947)
Net Operating Requirement	\$24,934	\$25,999	\$25,870	\$25,850	\$26,716	\$27,610
Full - Time Equivalents	189.7	188.7	190.6	190.6	193.1	196.1

#### 2015 Services

- Provided 940,000 trips across the City of Edmonton for approximately 9,000 registrants
- Reviewed transit infrastructure for accessibility including costing of upgrades
- Cumulative completion of approximately half of the total eligibility reviews with full completion expected during 2017

#### Changes in Services for 2016 - 2018

- Completion of Leading Teams, Aligning Strategies and Achieving Goals project which will positively impact employee and customer relationships as well as staff engagement. Accountability and the effectiveness and efficiency of DATS operations will also be improved
- Alignment of policies and practices to DATS mission, vision and values developed in 2015
- Update of key policies such as trip cancellation, escorts/attendants, eligibility and trip times and affected Standard Operating Procedures which is expected to result in enhanced customer experience
- DATS service delivery model review to be completed in 2016 with the objective to increase available trips within proposed budget (optimization and appropriate mix of in-house and external trips delivered)
- Continuous improvement of trip optimization through technology and process innovation including installation of latest version of scheduling software expected for the late summer of 2016
- Innovation through review of vehicle deployment including zone coverage versus City coverage, beginning of day starting points, as well as fleet type and fleet equipment

# Branch — Edmonton Transit System

## Program - Bus and LRT

### Title - LRT - LRT Maintenance Foremen & Escalator Tech

## Growth on Existing Services

### Funded Ongoing

#### Results to be Achieved

The public's perception of reliable and accessible transit services is a significant determinant of desire to use ETS services. This is in alignment with the corporate targets detailed in The Way We Move and The Way We Grow and will contribute to increasing ridership. These factors are a key component in meeting Transit's 2018 targets of: 75% customer satisfaction with reliability aspect of service, 90% availability of escalators, 90% availability of elevators and the target of 105 Rides/Capita.

#### Description

- This package will increase the availability of escalators by 5% to reach the department target of 90%
- Maintains 90% availability of elevators (99% availability in 2014)
- Contributes to 75% customer satisfaction regarding reliability of service (or greater)
- Contributes to achieving target of 105 Rides/Capita

This is a request for:

- 2 additional Foreman level FTEs
- 1 Elevator/Escalator Technologist
- 3 person relief pool of service personnel

#### Justification

Background:

Since 2009, the LRT has seen a 250% increase in fleet size (37 vehicles increased to 94 vehicles) while our front line maintenance staff has increased by 150% (20 staff increased to 30 staff). This increase in vehicles has resulted in longer shifts and the need for additional supervisory coverage. Since 2009, there has been no comparable increase in the amount of front-line supervisory staff which currently consists of 2 EVM Foremen and 2 Service Foremen. This requested increase will represent a rough 150% increase in supervisory staffing.

To help us better manage elevator/escalator maintenance, there needs to be an increased level of monitoring of the contractor.

Other transit agencies have determined that contractor oversight by the agency is absolutely essential to ensure satisfactory contractor performance. Our consultant reviewed our existing monitoring practices and has indicated significant improvements could be attained if the City takes a more direct role in monitoring the contractor in the field and pushing for improvements in contractor reporting on materials orders and labour scheduling.

The 2 additional Foreman level FTEs are to provide supervision for the Maintenance (Electro-Vehicle Mechanics & Bodymen) and Service (LRT Serviceman and LRT Cleaner) positions. Further, additional funding will support a small 3-person relief pool of service personnel who will cover the Service Foreman positions during absences (\$3,200 annually), and cover the cost of a workstation for one service foreman (\$7,500 one time). Both of the Foreman positions will be designated to night shifts and will provide support to staff working during those hours. These positions will allow for supervisory coverage within D.L. MacDonald garage to expand from 55% of the time the facility is open to 76% of the time the facility is open.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$104	-	104	1.0	\$236	-	236	2.0	\$5	-	5	-
<b>Total</b>	<b>\$104</b>	<b>-</b>	<b>104</b>	<b>1.0</b>	<b>\$236</b>	<b>-</b>	<b>236</b>	<b>2.0</b>	<b>\$5</b>	<b>-</b>	<b>5</b>	<b>-</b>

# Branch — Edmonton Transit System

**Program - Bus and LRT**  
**Title - Smart Bus**

**Operating Impacts of Capital  
 Funded  
 Ongoing**

## Results to be Achieved

Operation of the Smart Bus technology and utilization of data available with the Smart Bus technology and applications will result in improved service/schedule information available for customers and improved service reliability, resulting in a projected 0.5% increase in ridership. Information available will also contribute to fuel savings and improved maintenance practices (projected savings of approximately \$1.7 million and \$0.5 million respectively). This supports the City Vision of enhancing the use of public transit and achieving the corporate outcome target of 105 annual transit rides per capita by 2018. This service package will increase Rides/Capita by 0.57. This also supports the corporate outcomes: 'The City of Edmonton's operations are environmentally sustainable' and 'The City of Edmonton has a resilient financial position.'

## Description

This service package includes funding (\$520,000) for positions required to support the Smart Bus system and to analyze/leverage new information available and produce identified tangible benefits. Positions required (in 2016) include Smart Bus Business Lead, Data Analyst (Methods Analyst), Data Management (Transportation Technician), Hardware Management (Transportation Technician), IT Support (Systems Analyst)

Funding for additional hardware/software support (\$927,000) and communication costs (\$146,000) is also required.

Projected additional revenues and cost savings possible with full deployment and support of the Smart Bus system are:  
 Increase farebox revenue (\$400,000 in 2016; \$200,000 in 2017);  
 Fuel savings (\$1.1M in 2017; \$620,000 in 2018);  
 Bus Maintenance cost savings (\$497,000 in 2017).

## Justification

Background:

The Smart Bus solution has been successfully deployed, with 304 of 932 buses presently equipped with Smart Bus technology. The operating costs identified are required to support fleet-wide deployment, and to maximize the use of the functionality available with the Smart Bus solution.

Options:

1. The deployment of the Smart Bus solution is funded in the Capital Priorities Plan. Funding required for hardware/software support and communications will be needed to operate the system.
2. Reduce or eliminate funding for positions required to support the Smart Bus system.

Implications of Not Funding:

1. Inability to operate the Smart Bus system and/or deterioration of components and system performance.
2. Reduced standard of maintenance; inability to achieve tangible and intangible benefits.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$1,593	400	1,193	5.0	(\$1,597)	200	(1,797)	-	(\$619)	-	(619)	-
<b>Total</b>	<b>\$1,593</b>	<b>400</b>	<b>1,193</b>	<b>5.0</b>	<b>(\$1,597)</b>	<b>200</b>	<b>(1,797)</b>	<b>-</b>	<b>(\$619)</b>	<b>-</b>	<b>(619)</b>	<b>-</b>

# Branch — Edmonton Transit System

**Program - Bus and LRT**  
**Title - Smart Fare**

**Operating Impacts of Capital  
Funded  
Ongoing**

## Results to be Achieved

The public's perception of ease of use of public transit is a significant determinant of desire to use the system. The Smart Fare system facilitates the implementation of a variety of fare pricing strategies, more convenient fare payment options for transit customers and improved integration of transit fares throughout the Capital Region. Additional revenue is expected through reductions in fare evasion. Additional ridership and revenue can be generated from introduction of fare strategies which are not feasible with the existing fare collection equipment. This is in alignment with the corporate targets detailed in The Way We Move and will contribute to increasing ridership. These factors are a key component in meeting Transit's 2018 targets of: 75% customer satisfaction with reliability aspect of service, a 25.9% of Journey to Work mode split as well as 105 Rides/Capita.

## Description

Funding in this service package (\$4.8M in 2018) would cover operating costs associated with the Smart Fare system, including transaction fees, equipment maintenance, back office and support elements, including a customer service centre.

Realization of benefits (cost savings and revenue increases) is projected for 2019.

## Justification

Background:

City Council has approved the capital profile for a regional account based open payment Smart Fare system and GreenTRIP funding has been confirmed by the Province of Alberta.

This service package has been prepared in advance of the award of Smart Fare system project. It assumes a hosted smart fare business model. A hosted solution is the preferred business solution to meet Payment Card Industry (PCI) requirements and regional deployment.

Options:

1. A solution operated by Edmonton Transit/City of Edmonton as the lead agency. This would require increased costs related to PCI requirements.

2. A closed loop, card based fare system was evaluated as an alternative to an account based, open payment system. A card based system would require increased capital costs and would limit customer payment options too closed loop, transit-specific payment cards. A card based system would also be difficult to expand to regional fare payment system after initial requirements have been identified.

Implications of Not Funding:

The Smart Fare system could not be activated. Opportunities to implement alternative fare policies and an integrated regional fare policy would be lost.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$4,792	-	4,792	-
<b>Total</b>	-	-	-	-	-	-	-	-	\$4,792	-	4,792	-



# Branch — Edmonton Transit System

**Program - Bus and LRT**  
**Title - Low Income Transit Pass - Aligned with**  
**Council Motion (OP 61)**

**New or Enhanced Service**  
**Funded**  
**Ongoing**

## Results to be Achieved

The Low Income Transit Pass Program provides a reduced monthly pass option for low income individuals. This new pass program will:

- Contribute to The City of Edmonton's goal of ending poverty in a generation (Priority #11);
- Increase accessibility to transit for people with low income;
- Increase transit ridership;
- Provide 500 free passes for Edmonton's homeless;
- Contributes to the Way We Move - "Edmontonians are connected to the city in which they live, work and play".

The funding associated with this service package has been aligned to the amounts approved by Council in motion OP 61, Dec 2015.

## Description

The Low Income Transit Pass Program will provide a low cost transit pass to qualifying citizens. The program would apply to users of both the conventional transit system (bus and LRT) and DATS. The recommended pass price is \$35 per month.

The program will qualify citizens through Community Services, similar to the current Leisure Access Program.

Once qualified, citizens will be able to purchase their transit pass at locations across Edmonton. The sales and distribution model and business processes are not finalized. ETS is looking to partner with the Library and other social agencies to sell and distribute this new pass program.

The new program includes a recommendation to distribute 500 free transit passes each month to Edmonton homeless. ETS would administer the distribution of the free passes through social agencies.

## Justification

Background:

The program was presented to the Transportation Committee on April 22, 2015 and again on November 9, 2015.

The program was supported by the Transportation Committee, however, Administration was requested to continue to work with social agencies and Edmonton Public Libraries in order to explore the potential to improve the pass distribution network and reduce administrative costs.

The Committee also recommended that Council only approve 50% of the funding required for this new pass and that the funds be held in abeyance until it is known if Provincial grants would be able to fund the remaining 50%.

The current budget impacts are subject to change following review of the sales and distribution model and determination of the availability of offsetting Provincial funding.

A Supplemental Capital Budget adjustment request (\$400K) will be brought forward in Spring 2016 for the purchase of DATS buses required to accommodate increased trip demand generated by the program.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$230	-	230	1.0	\$2,000	-	2,000	6.5	\$2,000	-	2,000	6.0
<b>Total</b>	<b>\$230</b>	<b>-</b>	<b>230</b>	<b>1.0</b>	<b>\$2,000</b>	<b>-</b>	<b>2,000</b>	<b>6.5</b>	<b>\$2,000</b>	<b>-</b>	<b>2,000</b>	<b>6.0</b>

# Branch — Edmonton Transit System

Program - Bus and LRT

Title - DATS - Change to DATS Accommodation

Rate - as Ammended (Motion OP 67)

Growth on Existing Services

Funded

Ongoing

## Results to be Achieved

DATS is currently operating near capacity and Edmonton is seeing a significant increase in the demand for DATS service. These factors have a significant impact on Transit's ability to meet its corporate target detailed under The Way We Move. By funding the additional 13,500 service trips, Transit's target of meeting the 98% DATS ride accommodation rate can be maintained.

## Description

To maintain DATS accommodation rate of 98%.

This is a request for funding to cover costs for 13,500 additional trips primarily covered by external contractors.

To be implemented in 2017 with full annualization in 2018.

## Justification

Background:

Based on historical trends, DATS can expect an increase in trip requests of 1.5% per year, which represents roughly 15,000 trips per year. This projection could be understated due to increased pressure from population growth and aging demographics. An increase of 2% per year would involve an additional 20,000 trip requests per year, which is a more cautious projection. Without additional resources, this pressure could negatively impact DATS' accommodation rate. In 2014, DATS' accommodation rate was 98.4%. An additional 9,300 accommodated trips would cause the accommodation rate to fall below the 98% target.

DATS is pursuing numerous internal efficiency initiatives in order to accommodate growth in demand for trips, however it is not clear at this time how much of this demand can be accommodated with existing resources. This service package allows for an additional 13,500 trips to be accommodated. This was calculated using estimated variable costs for trip expansion. This funding would accommodate projected growth in trip demand in 2016, however additional trip demand beyond 2016 would require expansion of the DATS fleet by one vehicle per year.

Options:

1. Invest in transit Infrastructure accessibility.
2. Invest in operator training and vehicle (Conventional and Community Transit) accessibility.
3. Cap on DATS Service (reduction in accommodation rate).

Implications of Not Funding:

If funding is not approved, DATS will not be able to meet the accommodation rate target.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	\$174	-	174	-	\$61	-	61	-
<b>Total</b>	-	-	-	-	\$174	-	174	-	\$61	-	61	-

# Branch — LRT Design & Construction

## Introduction

The LRT Design and Construction branch is responsible for effectively and efficiently delivering LRT capital projects. The work of this branch is guided by Transportation Planning initiatives as outlined in *The Way We Move*, which sets up a framework for how the City will respond to its future transportation needs. By expanding the LRT network, the City of Edmonton can provide improved mobility choices for citizens, link to a larger number of destinations and integrate with active modes of transportation, while simultaneously managing traffic congestion.

In keeping with the LRT Network Plan and various corridor concept plans, LRT Design and Construction makes LRT expansion in the City of Edmonton a reality through the delivery of project management and technical services. Efficient administration of these projects ensures funding agreements with other levels of government can be reached and honoured.

The following LRT lines are at various stages of planning, design or construction within the City of Edmonton:

- Northwest LRT extension from NAIT to Northwest City limits (Metro Line)
- Northeast LRT to Gorman (Capital Line)
- South LRT to Heritage Valley (Capital Line)
- Southeast to West LRT (Valley Line)

The branch manages the preliminary and detailed design process, including track, roadway, structure and station plans, electrical traction power, roadway traffic, train control systems, environmental, geotechnical, drainage and utility coordination.

The maximum value for the City of Edmonton is attained through the effective assessment of an appropriate delivery method, from traditional design, bid, build to alternative procurement and delivery approaches.

Project management services include cost estimating, on-location resident engineering and inspection services, project controls and performance tracking.

The branch is also involved in system commissioning and coordination of testing procedures that are performed prior to revenue service. Public consultation and communication remains ongoing throughout the design and implementation stages of new LRT development to ensure there is appropriate information sharing and involvement with all key stakeholders and citizens.



## Branch — LRT Design & Construction

---

LRT Design and Construction endeavours to anticipate changes to the environment in which it exists and has identified the following emerging issues:

The Metro LRT Line began operation in a staged restricted mode on September 6, 2015. Full implementation of the CBTC signal system requires completion of the system installation on the portion of the Metro Line operating on the same right of way as the current Capital Line and acceptance of the signal contractor's Safety Case. The branch will oversee the completion of the contract in 2016.

Procurement of a Public Private Partnership (P3) contractor for construction and operation of the Valley Line LRT will be completed with the assignment to a successful proponent before the end of 2015, with financial close in early 2016. The P3 contractor will start construction in early 2016, with an expected completion by 2020. The branch will establish a corporate oversight structure to monitor progress and project activities to completion, including an ongoing public engagement and communications program.

In 2015, the Canadian Federal Government announced the new Public Transit Fund. This fund will provide significant permanent support for large-scale public transit projects that address congestion and reduce travel time and provide broader economic and social benefits to Canada's largest cities. In order to be eligible for support under the Public Transit Fund, projects must have a minimum of \$1 billion in total estimated eligible costs. The City of Edmonton needs to be ready to access this fund by planning the expansion of our LRT network now and being prepared to continue to invest in and build out our LRT system.

### Positive Change—Innovation & Continuous Improvement

The maximum value for the City of Edmonton is attained through the effective assessment of an appropriate delivery method, from traditional design, bid, build to alternative procurement and delivery approaches. Delivery of the Valley Line project was assessed using design bid build, design build and Public Private Partnership (P3) models.

Value for money using P3 delivery was determined, with the added cost and schedule certainty associated with this method. The branch has undertaken development of the City's first P3 contract for this largest single municipal project in Alberta's history. Through collaboration with other departments in the City, expertise in Public Private Partnership within the City of Edmonton organization is being developed.

## Branch — LRT Design & Construction

### Approved 2016-2018 Budget – Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	1,834	1,720	1,128	100	100	100
<b>Total Revenue &amp; Transfers</b>	<b>\$1,834</b>	<b>\$1,720</b>	<b>\$1,128</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>
<b>Expenditure &amp; Transfers</b>						
LRT Design and Construction	2,500	2,430	1,867	820	831	842
<b>Total Expenditure &amp; Transfers</b>	<b>\$2,500</b>	<b>\$2,430</b>	<b>\$1,867</b>	<b>\$820</b>	<b>\$831</b>	<b>\$842</b>
<b>Net Operating Requirement</b>	<b>\$666</b>	<b>\$710</b>	<b>\$739</b>	<b>\$720</b>	<b>\$731</b>	<b>\$742</b>
<b>Full-time Equivalents</b>	16.0	16.0	17.0	17.0	17.0	17.0

## Branch — LRT Design & Construction

### Approved 2016-2018 Budget – Branch Summary by Cost Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	1,834	1,720	1,128	100	100	100
<b>Total Revenue &amp; Transfers</b>	<b>\$1,834</b>	<b>\$1,720</b>	<b>\$1,128</b>	<b>\$100</b>	<b>\$100</b>	<b>\$100</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	2,161	1,917	2,195	2,226	2,292	2,365
Materials, Goods and Supplies	71	76	101	79	76	74
External Services	263	192	506	528	528	528
Intra-municipal Charges	1,530	889	1,687	1,161	1,198	1,218
Utilities & Other Charges	528	558	279	307	307	306
Transfer to Reserves	941	918	-	-	-	-
Subtotal	5,494	4,550	4,768	4,301	4,401	4,491
Intra-municipal Recoveries	(2,994)	(2,120)	(2,901)	(3,481)	(3,570)	(3,649)
<b>Total Expenditure &amp; Transfers</b>	<b>\$2,500</b>	<b>\$2,430</b>	<b>\$1,867</b>	<b>\$820</b>	<b>\$831</b>	<b>\$842</b>
<b>Net Operating Requirement</b>	<b>\$666</b>	<b>\$710</b>	<b>\$739</b>	<b>\$720</b>	<b>\$731</b>	<b>\$742</b>
<b>Full-time Equivalents</b>	16.0	16.0	17.0	17.0	17.0	17.0

# Branch — LRT Design & Construction

---

## Budget Changes for 2016 - 2018

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc.

Rental revenues are expected to decrease in 2016 by \$1,028 because construction will begin on the Valley LRT Line, and the majority of the properties being rented will be vacated. In 2017 and 2018 there are no changes.

### Expenditures & Transfers - Changes

#### Personnel

2016-2018 increases of \$31, \$66 and \$73 respectively to account for approved cost of living adjustments, movement towards job rate and benefit changes.

#### Material, Goods & Supplies

There is a decrease of \$22 in 2016 due to a reallocation from materials, goods and supplies to external services. There are no significant changes in subsequent years.

#### External Services

There is an increase of \$22 in 2016 due to a reallocation to external services from materials, goods and supplies. There are no significant changes in subsequent years.

#### Intra-municipal Charges

The following intra-municipal charges have increased in 2016: building maintenance \$248, on-demand financial services and utilities \$193, on-demand corporate center for project management \$97, on-demand communications \$57 and other minimal charges. A decrease of \$1,128 is due to the decrease in rental revenue which was transferred to capital as part of the funding for the Valley Line project. In 2017 and 2018 there are minimal changes.

The 2% innovation has resulted in cost reductions of \$1, \$4 and \$3 in 2016 to 2018. These are in the areas of software licensing, stationery and office supplies and telecom.

#### Utilities and Other Charges

In 2016 there is a small increase of \$28 and no significant change in 2017 and 2018.

#### Intra-municipal Recoveries

Intra-municipal capital recoveries will increase by \$580, \$37 and \$20 in 2016 to 2018 due to an increase in overall expenditures.

### Full-time Equivalents - Changes

There are no changes to Full-time Equivalents.



# Branch — LRT Design & Construction

## Approved 2016-2018 Budget – Program Summary

### Program Name - LRT Design and Construction

#### Results to be Achieved

The LRT Design and Construction branch enables expansion of Edmonton's LRT network in the most effective and efficient way possible.

#### Cost Drivers

The schedule of LRT construction projects is set through approvals by City Council. Costs are driven by progress in the development plans, design, property acquisition and construction.

#### Policy and/or Legislation

Services provided by the branch ensure all City policies and legislation are followed. Projects must honour funding agreements with other levels of government and remain within the scope approved by City Council.

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$1,834	\$1,720	\$1,128	\$100	\$100	\$100
Expenditure & Transfers	5,494	4,550	4,768	4,301	4,401	4,491
Subtotal	3,660	2,830	3,640	4,201	4,301	4,391
Intra-municipal Recoveries	(2,994)	(2,120)	(2,901)	(3,481)	(3,570)	(3,649)
Net Operating Requirement	\$666	\$710	\$739	\$720	\$731	\$742
Full - Time Equivalents	16.0	16.0	17.0	17.0	17.0	17.0

#### 2015 Services

- Provide Project Management services to fully implement the Metro Line LRT service
- Oversee procurement of Public Private Partnership contractor for the Valley LRT Line
- Continue to support planning in development of long term LRT expansion program
- Support project management of various transit and corporate construction initiatives
- Enforcement and monitor contractor compliance with enviro requirements, City environmental regulations as well as City Construction standards.

#### Changes in Services for 2016 - 2018

Complete financial close of the contract for the Valley LRT Line and oversee the construction phase from 2016 to scheduled Line opening in 2020. Continue to provide engineering and project management support to rail and LRT projects such as the Galleria Pedway, development of Blanchford and the Heritage Park and Ride.

# Branch — Roads Design & Construction

---

## Introduction

Roads Design and Construction branch is responsible for managing the effective delivery of high quality capital building projects in the City of Edmonton. From the rehabilitation of arterial roads to the renewal of neighbourhood street lighting, alleys and sidewalks, Roads Design and Construction branch balances addressing community needs with a preventative maintenance approach to ensure the sustainability of Edmonton's infrastructure. Through the rehabilitation and renewal of community infrastructure, Roads Design and Construction branch supports many Council goals.

Safe, well-constructed sidewalks and adequate street lighting provide citizens with a feeling of safety and improve accessibility. These infrastructure components are a vital first step to encouraging individuals to walk both in their neighbourhoods and to local facilities and to adopt more active lifestyles overall. Well-constructed sidewalks also ensure anyone, regardless of ability, can easily get around their community. Community strength is found in human relations; to achieve this, people need to be involved in their community. Individuals who feel safe are more likely to participate in activities and events outside the home. Safe, well-constructed infrastructure encourages citizens to get out and connect, first to their community, then to the City at large. A more engaged City is a healthier and more vibrant place for everyone.

Ensuring road-building excellence within the City is a corner stone to supporting the movement of people, products and services. A dependable road system is vital to meeting Council's targets for the efficient movement of goods and services and business satisfaction. Reliable roads assist in decreasing overall travel times, ensuring the efficient delivery of goods and services. The movement of goods and delivery of services are key to the economic vitality of Edmonton. Businesses need to be able to count on effective and reliable corridors for transportation. Maintaining travel times on these corridors means businesses in Edmonton and the Capital Region have access to an effective and reliable transportation network.

Well-maintained and constructed arterial and local roadways are also vital to effectively move citizens by mass transit and to provide bike lanes and active transportation corridors. Facilitating mass transit improves mode split measures and decreases congestion, while active transportation initiatives provide for more healthy living options, both in modal choice and recreation.



# Branch — Roads Design & Construction

---

Roads Design and Construction endeavours to anticipate changes to the environment in which it exists and has identified the following emerging issues:

## **Funding for Capital Profiles**

Throughout the City of Edmonton, developing areas have growth pressures which are creating a need to expand existing or constructing new infrastructure. Some of this expansion is the responsibility of the developer while other times it becomes the responsibility of the City of Edmonton. Without this work being completed, it will cause strain on the existing infrastructure. Roads Design and Construction works with other areas of Administration, the Province and land developers to consider strategies for funding interchanges and major transportation infrastructure as these issues arise. As neighbourhoods are renewed, there is also a need to renew existing alleys that do not have a funding source.

## **Scheduling Challenges**

Fast tracking of projects to meet the City's vision and goals creates challenges with effectively planning, designing and coordinating projects prior to construction. During construction, challenges exist such as scheduling with utility companies and other stakeholders, which impact cost control and risk to our reputation. Roads Design and Construction is working with other areas of the organization and land developers to plan and coordinate work to meet the schedule of projects.

## **Provincial Funding**

Anticipated fluctuations of Provincial and/or Federal funding could impact the size of the road program and these potential changes will have a direct impact on manpower requirements.

## **Succession Planning**

Throughout Edmonton, there is a competitive work environment with a high demand for skilled, knowledgeable manpower throughout the entire roadway construction industry. The increase in projects throughout the entire City creates more demand for skilled workers. Our competitive advantage will be to attract, attain and retain skilled knowledgeable employees who have experience and expertise in the industry. Roads Design and Construction is working actively to create an engaged workforce that allows employees to fulfill their career aspirations in the City of Edmonton.

# Positive Change—Innovation & Continuous Improvement

## **Continuous Improvement**

Public engagement strategies are being reviewed to ensure citizens are informed and have a voice in the projects related to their communities. Surveys are distributed to citizens in all neighbourhood renewal areas to provide feedback from citizens for areas for improvement.

## **Innovation**

The Local Improvement Process is currently being reworked to ensure a process that is efficient and provides effective communication to citizens exists. Lean Principles are being applied to optimize the notification process, under current mandates to create more value and provide clarity to the citizens. This initiative is aimed to avoid costs by reducing the hours to process neighbourhoods as well as provide an opportunity to streamline the process.

## **Process/Procedure Review**

The branch will be undertaking a Process/Procedure review to ensure that all capital projects are in compliance with the Corporate Project Management Reference Guide and Project Management Best Practices. The outcome will be to ensure that the City receives the best value and contract compliance in all of our contracted construction projects.

# Branch — Roads Design & Construction

## Approved 2016-2018 Budget – Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	2	-	-	-	-	-
Grants	4	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$6</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Expenditure &amp; Transfers</b>						
Arterial Roads	378	475	486	529	544	560
Neighbourhood Renewal	789	623	694	749	776	804
Special Projects	236	237	283	294	304	315
<b>Total Expenditure &amp; Transfers</b>	<b>\$1,403</b>	<b>\$1,335</b>	<b>\$1,463</b>	<b>\$1,572</b>	<b>\$1,624</b>	<b>\$1,679</b>
<b>Net Operating Requirement</b>	<b>\$1,397</b>	<b>\$1,335</b>	<b>\$1,463</b>	<b>\$1,572</b>	<b>\$1,624</b>	<b>\$1,679</b>
<b>Full-time Equivalents</b>	109.0	109.0	109.0	109.0	109.0	109.0

## Branch — Roads Design & Construction

### Approved 2016-2018 Budget – Branch Summary by Cost Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	2	-	-	-	-	-
Grants	4	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	\$6	-	-	-	-	-
<b>Expenditure &amp; Transfers</b>						
Personnel	11,214	11,954	13,128	14,001	14,506	15,035
Materials, Goods and Supplies	270	247	388	419	408	405
External Services	52	216	121	152	153	154
Fleet Services	12	13	15	13	13	13
Intra-municipal Charges	1,924	1,833	1,455	1,801	2,156	2,018
Utilities & Other Charges	220	242	439	389	388	385
Subtotal	13,692	14,505	15,546	16,775	17,624	18,010
Intra-municipal Recoveries	(12,289)	(13,170)	(14,083)	(15,203)	(16,000)	(16,331)
<b>Total Expenditure &amp; Transfers</b>	\$1,403	\$1,335	\$1,463	\$1,572	\$1,624	\$1,679
<b>Net Operating Requirement</b>	<b>\$1,397</b>	<b>\$1,335</b>	<b>\$1,463</b>	<b>\$1,572</b>	<b>\$1,624</b>	<b>\$1,679</b>
<b>Full-time Equivalents</b>	109.0	109.0	109.0	109.0	109.0	109.0

# Branch — Roads Design & Construction

---

## Budget Changes for 2016 to 2018

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc.

Not applicable

### Expenditures & Transfers - Changes

#### Personnel

2016-2018 increases of \$873, \$505 and \$529 respectively to account for approved cost of living adjustments, movement towards job rate and benefit changes.

#### Material, Goods & Supplies

In 2016, there is an increase of \$40 in capital leases for computers to align with historical results. There is a decrease of \$9, \$10 and \$5 in 2016 to 2018, most of which is due to the 2% innovation.

#### External Services

In 2016, there is a budget reallocation of \$31 to advertising and printing to align to historical results. There are minimal changes in 2017 and 2018.

#### Fleet Services

There are no significant changes.

#### Intra-municipal Charges

In 2016, intra-municipal charges have increased by \$346 with the following breakdowns: on-demand corporate center for project management \$149, on-demand space/accommodation and utilities \$122, law \$75, on-demand communications \$25 and a decrease of \$26 in other charges. In 2017, there is an increase of \$345 in space/accommodation and utilities and \$10 in other charges. In 2018, there is a decrease of \$198 in space/accommodation and utilities due to the expiration of the lease at the existing facility and an increase of \$60 in charges from several other departments.

The 2% innovation has resulted in cost reductions of \$3, \$12 and \$7 in 2016 to 2018. These are in the areas of software licensing, stationery and office supplies and telecom.

#### Intra-municipal Recoveries

Intra-municipal recoveries from capital have correspondingly increased by \$1,120, \$797 and \$331 in 2016 to 2018 due to an increase in overall expenditures.

#### Utilities & Other Charges

In 2016, there is a net reduction of \$50 due to part of the training budget being reallocated to cell phone and other expenses. There are insignificant changes in 2017 and 2018.

### Full-time Equivalents - Changes

There are no changes to Full-time Equivalents.

# Branch — Roads Design & Construction

## Approved 2016-2018 Budget – Program Summary

### Program Name - Arterial Roads

#### Results to be Achieved

The Arterial Roads group provides detailed design and project management services for all arterial roadway projects ranging from the construction, rehabilitation or reconstruction of arterials roads to ensure the continued effective and efficient movement of people as well as goods and services. Arterial roads are assessed for surface distress and ride comfort every two years and structural integrity every five years. A Risk-Based Infrastructure Management System (RIMS) evaluates asset deterioration to assist in determining annual financial needs in order to maintain the arterial network at an acceptable condition. A Pavement Management System evaluates current and future condition data to prioritize roads for rehabilitation and reconstruction by the most cost-effective method.

Streetscape projects along with arterial roadways are coordinated with the Great Neighbourhoods Capital Program and the Downtown Community Revitalization Levy (Downtown CRL) enhance the walkability, connectivity and public realm in our communities.

#### Cost Drivers

- Changes in budget allocated for arterial road renewal and/or growth projects
- Inventory of arterial network
- Condition ratings of arterial roadways and associated infrastructure
- Changes in standards/policy for managing deteriorating infrastructure

#### Policy and/or Legislation

- The Way Ahead/The Way We Move/The Way We Grow/The Way We Live/The Way We Green
- Active Transportation Policy C544, Complete Streets Policy C573
- Sidewalk Strategy, Walkability Strategy, Bicycle Transportation Plan and Goods Movement Strategy
- Arterial Roads for Development Policy C507.
- Arterial Renewal Program (ARP) annual council approved \$55 million

#### Resources

	2013	2014	Adjusted			
(\$000)	Actual	Actual	2015	2016	2017	2018
			Budget	Budget	Budget	Budget
Revenue & Transfers	\$4	-	-	-	-	-
Expenditure & Transfers	5,530	5,642	5,671	6,340	6,818	6,813
Subtotal	5,526	5,642	5,671	6,340	6,818	6,813
Intra-municipal Recoveries	(5,152)	(5,167)	(5,185)	(5,811)	(6,274)	(6,253)
Net Operating Requirement	\$374	\$475	\$486	\$529	\$544	\$560
Full - Time Equivalents	29.0	29.0	29.0	29.0	29.0	29.0

#### 2015 Services

Provided project management and engineering design services to ensure effective administration of arterial roadway contracts. Completed preliminary designs to detailed construction drawings for arterial capital projects. Completed a series of projects.

#### Changes in Services for 2016 - 2018

Continue to provide current levels of service and support for new arterial roadways, renewal/upgrading of existing arterials and streetscapes associated with the Downtown CRL and commercial corridors.



# Branch — Roads Design & Construction

## Approved 2016-2018 Budget – Program Summary

### Program Name - Neighbourhood Renewal

#### Results to be Achieved

The Neighbourhood Renewal Program provides a cost-effective approach to ensure the City's neighbourhoods are maintained in a sustainable way. Renewing Edmonton's neighbourhood infrastructure enhances the livability for citizens and enhances the pride they have in their community.

Neighbourhood Reconstruction - During reconstruction, roads are rehabilitated and repaved and sidewalks and streetlights are replaced. Reconstruction is typically a two-year process.

Other projects delivered by RDC's Neighbourhood Renewal Program include:

- Neighbourhood, Collector and Industrial Overlay/Full Depth Reclamation- Roads are rehabilitated, repaved and sidewalk panels treated to eliminate trip hazards.
- Local and Collector Streetscapes – Construction and building of streets to enhance walkability, connectivity and public realm through physical improvement, which may include roadway redesign, decorative street lights, tree planting and street furniture.
- Active Modes Projects – Constructing, missing link sidewalks, shared use paths and pedestrian bus pads.
- Northeast Edmonton Roads Projects – Installation of sub drain systems, reconstruction and repaving of roadways.

This program implements various renewal techniques that will improve sidewalk and roadway conditions and increase the service life of neighbourhood infrastructure. The City's Risk-Based Infrastructure Management System (RIMS) is applied to manage the growing renewal needs. The program coordinates with the Great Neighbourhoods Capital Program and the Drainage Neighbourhood Renewal Program.

#### Cost Drivers

- Inventory of collector and local roads
- Condition ratings of roadways and associated infrastructure
- Changes in standards/policy for managing deteriorating infrastructure

#### Policy and/or Legislation

- The Way Ahead/The Way We Move/The Way We Grow/The Way We Live/The Way We Green
- Active Transportation Policy C544, Complete Streets Policy C573
- Sidewalk Strategy, Walkability Strategy, Bicycle Transportation Plan and Goods Movement Strategy
- Local Improvements Policy C433D
- Local Improvement Policy C200B

#### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>(\$000)</b>						
Revenue & Transfers	\$2	-	-	-	-	-
Expenditure & Transfers	6,034	6,312	7,012	7,491	7,754	8,042
Subtotal	6,032	6,312	7,012	7,491	7,754	8,042
Intra-municipal Recoveries	(5,245)	(5,689)	(6,318)	(6,742)	(6,978)	(7,238)
Net Operating Requirement	\$787	\$623	\$694	\$749	\$776	\$804
Full - Time Equivalents	59.0	59.0	59.0	59.0	59.0	59.0

#### 2015 Services

Provided design, project management and on-site construction inspection for neighbourhoods and local / collector roadways that have been prioritized for renewal. Also provided design and/or project management and on-site construction of sidewalk and shared use paths through out the City.

#### Changes in Services for 2016 - 2018

Continue to provide current levels of service and support for renewal/upgrading of neighbourhoods and streetscapes associated with the Downtown CRL.

# Branch — Roads Design & Construction

## Approved 2016-2018 Budget – Program Summary

### Program Name - Special Projects

#### Results to be Achieved

The Special Projects Program delivers design, project management, on-location engineering, inspection and contract administration for special projects in the road right-of-way, focusing on bridges and interchanges. This program is accountable for delivering the appropriate quality and scope of capital projects, on time and on budget. The group provides technical and management expertise to implement industry best practices and lead project excellence.

#### Cost Drivers

- Inventory of bridges and interchanges
- Condition ratings of bridges and associated infrastructure
- Changes in standards/policy for managing deteriorating infrastructure
- Changes in capital budget for special roadway projects

#### Policy and/or Legislation

- The Way Ahead/The Way We Move/The Way We Grow/The Way We Live/The Way We Green
- Active Transportation Policy C544, Complete Streets Policy C573

#### Resources

	2013	2014	Adjusted			
(\$000)	Actual	Actual	2015	2016	2017	2018
			Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	2,128	2,551	2,863	2,944	3,052	3,155
Subtotal	2,128	2,551	2,863	2,944	3,052	3,155
Intra-municipal Recoveries	(1,892)	(2,314)	(2,580)	(2,650)	(2,748)	(2,840)
Net Operating Requirement	\$236	\$237	\$283	\$294	\$304	\$315
Full - Time Equivalents	21.0	21.0	21.0	21.0	21.0	21.0

#### 2015 Services

Provided design and construction project management services for special projects in the roadway right-of-way. Coordinated construction of sidewalks, bus stops, curb ramps and cycling infrastructure. Provided project management services for connectors and coordinated the Bridge Rehabilitation Program including bridge assessments, design and construction of various locations including the Waltherdale Bridge replacement and the 102 Ave / Groat Road Bridge replacement. Provided project management services for the 41 Avenue and QEII Highway interchange.

#### Changes in Services for 2016 - 2018

Continue to provide current levels of service and support for bridge/interchange rehabilitation and growth projects, new Anthony Henday Drive connector roadways approved in the capital budget, renewal/upgrading of existing snow storage facilities approved in the capital budget.

# Branch — Transportation Operations

---

## Introduction

Edmonton's transportation network is a major building block of our great City. Transportation Operations enables the effective operation, maintenance and sustainability of the City's vast transportation network including:

- over 10,000 km off-roads, sidewalks and alleys
- 163 bridge structures
- 113,000 street lights
- over 150,000 traffic signs

From ensuring safe driving conditions throughout the year, to maintaining a clean and accessible road network, to testing and researching materials for our City's road infrastructure, to traffic control management, the Transportation Operations branch reaches far and wide. Over 850 dedicated employees work daily to keep things moving on our roads. Together they provide essential services to our customers – Edmonton's diverse and growing population.

Transportation Operations proudly advances the City's vision, *The Way Ahead*, through multiple avenues. Maintaining a safe, economical and sustainable transportation network contributes to The Way We Move, The Way We Live, The Way We Finance, The Way We Grow and The Way We Green. In addition, the Road Safety Strategy and Smart Roads Strategies projects are direct contributors to the City's vision. Transportation Operations also provides support to the Active Transportation Strategy Renewal, Energy Transition Plan and Complete Streets Implementations projects – all of which directly contribute to the City's vision.

Specifically, Transportation Operations plays a significant role in The Way Ahead and supports the City's vision of a safe and attractive city, where citizens are well connected in the way they live, work and play. Key programs and initiatives improve livability and safety and allow citizens to access public transit and active modes of transportation, such as walking and cycling. Other activities directly support business associations and special event groups as well as facilitate the efficient and effective movement of goods and services, contributing to the City's economic health.

Key initiatives in the 2016-2018 Operating Budget Cycle will include:

- **Implementation of the EPark Parking Management System:** This project will facilitate automation and improve customer experience for all parking services that the City delivers to the citizens of Edmonton.
- **LED Street Light Conversion Program Expansion:** Expansion of the existing LED Street Light Conversion project will assist in meeting the greenhouse gas reductions targets in accordance with the City's Greenhouse Gas Management Plan and will also ensure that the City is demonstrating leadership in regards to the principles identified in the City's Light Efficient Community Policy. The program and accompanying policy documents facilitate the City's efforts in environmental stewardship.
- **Road Safety Strategy Implementation:** City Council has endorsed the Vision Zero Road Safety Strategy, which identifies a long-term plan to reduce collisions and injuries in the City. Implementation of the strategy provides a long-term, sustained approach to delivering programs and projects that will allow the City to progress towards the targets for injury and collision reduction as identified in the strategy. The implementation of the strategy will also make Edmonton a more walkable community and improve quality of life for the citizens of Edmonton.



- **Program and Service Delivery Review:** The branch continues to identify efficiencies that it re-invests in higher priority services in response to public demand. During this operating budget cycle, Transportation Operations will carry out detailed program reviews with respect to its winter and summer road maintenance program and services to business associations, as well as delivery of the City's Transportation Electrical Services programs. The intent of these reviews will be to optimize efficiencies through process review and optimization, as well as evaluation of different service delivery models.

# Branch — Transportation Operations

---

Transportation Operations endeavours to anticipate changes to the environment in which it exists and has identified the following emerging issues:

## **Downtown Core Activity Management**

High levels of construction activity in the Downtown Core will limit route options for motorists and increase the level of congestion into and throughout the downtown core.

## **Business Associations Requirements**

Enhanced service requirements for business associations are necessary to facilitate business vitality and to promote Edmonton as a desired tourism destination.

## **Inventory Growth Management**

Increased inventory growth will result in the need for additional resources and operational facilities.

## **Growing Citizen Expectations**

Higher citizen expectations for summer and winter road maintenance.

## **Social Media Information Availability**

Increased access to services through social media and other avenues.

## **Traffic Safety Initiatives**

Increased public demand for traffic safety Initiatives, including school zone enforcement, neighbourhood traffic issues and educational campaigns

## **Increasing Environmental Standards**

More stringent environmental standards and regulations, along with City-developed targets for greenhouse gas reductions and reductions to our environmental footprint.

## Impact of Previous Council Decisions

### **Vision Zero Road Safety Strategy**

In September 2015, City Council approved the Vision Zero Road Safety strategy, which is based on the five safety pillars of Education, Engineering, Enforcement, Engagement and Evaluation. These pillars will be used to form the programs and projects across four key categories related to road safety:

- Community Traffic Safety – specifically Neighbourhood Shortcutting and School Safety
- Roadway Engineering Countermeasures – including right-turn re-designs and protected left-turn controls
- Speed Management – including both automated and manned enforcement
- Pedestrian Safety – installation of pedestrian controls

Delivery and resourcing of these programs and projects will be funded through a combination of integration with existing capital programs, as well as program and project specific funding through the Traffic Safety and Automated Enforcement Reserve. These initiatives will span both the operating and capital budgets and will be delivered in accordance with service packages and capital profiles that are subject to Council approvals.

### **Parking Control Technology**

In July 2014, City Council approved capital funding to replace existing on-street and off-street parking equipment with modernized technology. Required funding for ongoing operational support and maintenance of the fully integrated pay-by-plate parking system is reflected in the 'Parking Control Technology System Support' service package.

### **Snow and Ice Control**

The 2015 budget deliberations identified that funding for snow and ice control does not meet the annual budget requirement for the current policy. A portion of this request was approved and City Council directed the remaining amount required to be implemented over the next three years. This is reflected in the 'Snow & Ice Control - Bring funding level to 100%' service package.

# Branch — Transportation Operations

---

## Positive Change—Innovation & Continuous Improvement

### **Signals and Street Lighting Service Delivery Options Review**

A review of service delivery options for signals and street lighting operating and maintenance will be conducted to identify opportunities for cost reductions through alternate service delivery options. Cost reductions could potentially be \$5-10 million annually, commencing in 2018.

### **LED Street Light Conversion Project Continuity**

The LED Street Light Conversion is a self-funding initiative that addresses both the capital cost for the conversion to LED street lights and reduces street light power consumption by approximately 40 per cent. In addition, this initiative will significantly reduce greenhouse gas generation in support the City's Greenhouse Gas Management Plan and Energy Transition Strategy.

### **Implement Mapped Plowed Street Technology**

Implementation of 'Mapping Plowed Street' technology will enable arterial and collector plowing activities to be regularly communicated online for citizen awareness. This technology will provide an information map identifying completed routes and overall progress status. Updates to the map will be made 3 times daily (after every 8 hour shift) during plowing operations. Innovations of this mapping system will allow residents to more effectively plan their trips according to the progress made in plowing operations.

### **Investigate Various Winter Street Sand Improvements**

Over the 2015/2016 winter season, a detailed safety and efficiency review will identify if the rock chip currently being mixed into the winter street sand improves traction for drivers. If it is determined that the rock chip mix is not improving traction satisfactorily, the rock chips may be removed from the winter street sand mix starting in the winter of 2016/2017 and save the City approximately \$430,000.

### **Implement New Pay-by-Plate Technology**

Conversion of existing on and off street parking revenue control equipment to pay-by-plate technology will improve customer service by offering a variety of payment options. Operational efficiencies will be achieved through new technologies that decrease operational and maintenance requirements.

## Branch — Transportation Operations

### Approved 2016-2018 Budget – Branch Summary by Program

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc. <sup>1</sup>	65,598	69,228	22,198	23,623	23,822	23,822
Grants	16	-	-	-	-	-
Transfer from Reserves	-	-	15,886	19,326	19,668	19,694
<b>Total Revenue &amp; Transfers</b>	<b>\$65,614</b>	<b>\$69,228</b>	<b>\$38,084</b>	<b>\$42,949</b>	<b>\$43,490</b>	<b>\$43,516</b>
<b>Expenditure &amp; Transfers</b>						
Engineering Services	3,312	3,778	4,651	5,418	5,656	5,919
Parking Operations	4,171	4,818	5,496	6,074	6,887	6,899
Roadway Maintenance	61,749	58,652	58,484	62,354	65,477	68,266
Snow and Ice Control	71,025	73,834	60,107	62,184	63,752	65,369
Traffic Operations, Signals and Street Lighting	30,653	32,075	35,463	35,219	35,886	36,481
Traffic Safety and Automated Enforcement	23,490	29,819	11,486	14,926	15,268	15,294
<b>Total Expenditure &amp; Transfers</b>	<b>\$194,400</b>	<b>\$202,976</b>	<b>\$175,687</b>	<b>\$186,175</b>	<b>\$192,926</b>	<b>\$198,228</b>
<b>Net Operating Requirement</b>	<b>\$128,786</b>	<b>\$133,748</b>	<b>\$137,603</b>	<b>\$143,226</b>	<b>\$149,436</b>	<b>\$154,712</b>
<b>Full-time Equivalents</b>	869.3	869.3	879.3	894.8	903.8	910.8

<sup>1</sup> Note, there was a change in the treatment of Traffic Safety and Automated Enforcement in 2015

## Branch — Transportation Operations

### Approved 2016-2018 Budget – Branch Summary by Cost Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	65,598	69,228	22,198	23,623	23,822	23,822
Grants	16	-	-	-	0	-
Transfer from Reserves	-	-	15,886	19,326	19,668	19,694
<b>Total Revenue &amp; Transfers</b>	<b>\$65,614</b>	<b>\$69,228</b>	<b>\$38,084</b>	<b>\$42,949</b>	<b>\$43,490</b>	<b>\$43,516</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	78,741	77,267	80,397	84,997	88,170	91,536
Materials, Goods and Supplies	45,294	46,434	37,239	42,009	43,995	45,870
External Services	41,697	46,444	40,095	46,338	47,189	47,456
Fleet Services	30,281	31,017	26,759	27,885	28,437	28,667
Intra-municipal Charges	3,375	2,124	4,256	5,521	5,572	5,631
Utilities & Other Charges	14,508	13,480	15,200	15,046	15,143	15,244
Transfer to Reserves	15,094	21,014	1,375	1,745	1,745	1,745
Subtotal	228,990	237,780	205,321	223,541	230,251	236,149
Intra-municipal Recoveries	(34,590)	(34,804)	(29,634)	(37,366)	(37,325)	(37,921)
<b>Total Expenditure &amp; Transfers</b>	<b>\$194,400</b>	<b>\$202,976</b>	<b>\$175,687</b>	<b>\$186,175</b>	<b>\$192,926</b>	<b>\$198,228</b>
<b>Net Operating Requirement</b>						
	<b>\$128,786</b>	<b>\$133,748</b>	<b>\$137,603</b>	<b>\$143,226</b>	<b>\$149,436</b>	<b>\$154,712</b>
<b>Full-time Equivalents</b>						
	869.3	869.3	879.3	894.8	903.8	910.8



# Branch — Transportation Operations

## Budget Changes for 2016 to 2018

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc.

Increase mostly due to implementation of Parking Control System Technology System Support and two initiatives such as Adoption of Provincial Overdimensional Permit System and Pavement Design and Quality Assurance Testing.

#### Transfers from Reserve

An increase in operating expense for the Office of Traffic Safety is required to be funded from Traffic Safety and Automated Enforcement Reserve.

### Expenditures & Transfers - Changes

#### Personnel

2016-2018 increases of \$2,686, \$2,187 and \$2,797 respectively to account for approved cost of living adjustments, movement towards job rate and benefit changes. \$808, \$118 and \$19 relate to operating impact of capital projects and \$485, \$426 and \$418 relate to inventory growth from contributed assets impacting snow and ice control and street cleaning. \$426, \$336 and \$17 relate to inventory growth on existing services. \$195, \$106 and \$115 due to new or enhanced service such as public engagement and education.

#### Material, Goods & Supplies

Total increases for 2016-2018 are \$4,770, \$1,986 and \$1,875. \$3,377, \$230 and \$240 are attributed to match the Capital Program. Hired equipment costs for inventory growth are \$945, \$964 and \$953. Inflation on hired equipment are \$601, \$618 and \$637. In 2016 \$596 is related to material rate increase and \$600 to increase on gravel and oil roads materials. Decreases in 2016 for \$740 attributed to 2% innovation and \$609 related to various cost reductions. Increases in 2017 and 2018 of \$174 and \$45 primarily due to vehicle leases for roadway maintenance inspectors.

#### External Services

Total increases for 2016-2018 are \$6,243, \$851 and \$267. Inflation increase on the snow and ice and Spring cleaning cost for 2016 to 2018 are \$394, \$425 and \$430. In 2016 and 2017, the operating impact of implementing the centralized systems management and maintenance are \$471 and \$198. In 2016, increases are \$2,000 related to Concrete Mudpumping/Slabjacking contract, \$991 in cost for snow clearing, \$505 increase of sand recycling contracts, \$193 relates to various cost increases. 2016 decreases of \$1,200 due to reduction of Sand/Salt Mixing and TSESA overhead contracts. In 2017, \$25 are from various cost reductions and in 2018, \$197 are related mostly to cost efficiencies of implementing parking technology. 2016-2018 increases of \$2,890, \$253 and \$34 respectively for Traffic Safety and BRZ service packages.

#### Fleet Services

Total Fleet changes for 2016-2018 are \$1,126, \$552 and \$230. Increase include 2016 \$163 fabrication shop charges. Fleet fuel costs in 2016 is a reduction of \$715 and an increase of \$62 in 2017. Future fleet replacement an increase of \$494 in 2016 and a decrease of \$396 in 2018. Fleet increases for 2016-2018 are \$1,113, \$204 and \$498 and other fleet charges are \$71, \$66 and \$128.

#### Intra-municipal Charges

2016-2018 various intra-municipal increase are \$185, \$51 and \$59. In 2016 there is an increase of \$1,080 related to restatement between intra-municipal charges and recoveries.

#### Utilities & Other Charges

2016 has a power reduction of \$324 and 2017 and 2018 have a power increase of \$182 and \$186. Other utility increases are \$70, \$15 and \$15. In 2016 increase of \$100 for other expenses. 2017 and 2018 reduction on telephone charges by \$100 each year.

#### Transfer to Reserves

2016 increase of \$370 from new parking technology savings, which will fund the capital project.

#### Intra-municipal Recoveries

2016-2018 operating impact from capital programs are \$3,867, \$246 and \$257. Capital recovery increases to engineering are \$592, \$489 and \$547. Recoveries for snow and ice clearing, traffic and parking operations increase in 2016 by \$193 and decrease in 2017 and 2018 by \$776 and \$208. In 2016, \$2,000 is attributed to an increase in Concrete Mudpumping/Slabjacking contract and \$1,080 relates to restatement between intramunicipal recoveries and charges.

### Full-time Equivalents - Changes

2016-2018 increases are 15.5, 9.0 and 7.0. Operating impacts of contributed assets for 2016-2018 are 6.0, 6.5 and 6.0, operating impact of implementing capital projects for 2016 and 2017 are 6.6 and 1.0, growth on existing services impact is 4.0 in 2016 and 3.0 in 2017. There is a reduction in 2016 and 2017 of 1.5 FTEs each year due to efficiencies related to the parking control technology. Increase of 1.0 FTE in 2018 due to environmental reviews. Transfer of 0.6 FTE in 2016 to corporate services to provide IT support for parking technology. Increase of 1.0 FTE in 2016 relates to the BRZ operational model.

# Branch — Transportation Operations

## Approved 2016-2018 Budget – Program Summary

### Program Name - Engineering Services

#### Results to be Achieved

Engineering Services provides geotechnical and environmental engineering, pavement structural design, collects pavement and roadway asset condition information, provides quality assurance testing and research of construction materials, geomatic services and aggregate materials processing services. These services contribute to the Way We Move by ensuring the City has sustainable and accessible infrastructure which will allow goods and services to move efficiently throughout the City. These services also support the Way We Green by ensuring City projects and operations are environmentally sustainable, are designed to minimize significant adverse environmental impacts and meets all applicable environmental legislation.

#### Cost Drivers

- Scope and scale of capital roadway renewal and maintenance programs
- Volume and complexity of private development applications
- Number of landslides and erosion problems requiring investigation or remediation
- Quantity of contaminated sites requiring investigation or remediation

#### Policy and/or Legislation

- Alberta Environmental Protection & Enhancement Act
- Canadian Environmental Protection Act
- Canadian Fisheries Act

#### Resources

	Adjusted					
	2013	2014	2015	2016	2017	2018
(\$000)	Actual	Actual	Budget	Budget	Budget	Budget
Revenue & Transfers	\$2,029	\$1,150	\$1,393	\$1,643	\$1,643	\$1,643
Expenditure & Transfers	10,306	12,832	14,328	15,687	16,414	17,224
Subtotal	8,277	11,682	12,935	14,044	14,771	15,581
Intra-municipal Recoveries	(6,994)	(9,054)	(9,677)	(10,269)	(10,758)	(11,305)
Net Operating Requirement	\$1,283	\$2,628	\$3,258	\$3,775	\$4,013	\$4,276
Full - Time Equivalents	98.2	98.2	109.7	110.7	111.7	112.7

#### 2015 Services

- Provided field and laboratory testing for quality assurance of the construction materials being provided on City construction projects.
- Provided pavement engineering design and roadway rehabilitation expertise.
- Collected pavement and sidewalk performance data including surface distress, roughness and structural adequacy.
- Provided construction surveying and geomatic services for Transportation Services.
- Provided environmental engineering and contaminated site remediation expertise.
- Monitored melt water discharges and groundwater related to the City's snow storage facilities.
- Provided monitoring for vibrations, noise, groundwater and slope movement instrumentation.
- Provided geotechnical reviews and expertise on a variety of building projects and development applications.
- Coordinated the investigation, design and construction of remedial measures associated with landslides and erosion problems.
- Managed the aggregate materials processing program, including recycled aggregate production, the recycling of winter street sand and the production of hot mix asphalt during the winter months.

#### Changes in Services for 2016 - 2018

No changes in services are planned.

# Branch — Transportation Operations

## Approved 2016-2018 Budget – Program Summary

### Program Name - Traffic Operations, Signals and Street Lighting

#### Results to be Achieved

Traffic Operations provides the services that allow for the safe and efficient direction of all roadway users. The program provides traffic control management, right-of-way management, streetlight and signal maintenance, road and base mapping, road markings, on-street parking, as well as development and compliance of the City's traffic bylaws. These services contribute to The Way We Move by ensuring that goods and services move efficiently, connecting Edmontonians to the City in which they live, work and play and providing sustainable and accessible infrastructure.

#### Cost Drivers

- Contract costs with EPCOR and other electrical service contractors
- Managing lifecycle condition of traffic signals, signs, pavement markings and street lights
- Development and construction activity demand
- Utility rates

#### Policy and/or Legislation

- Street Lighting Renewal Policy C564
- Municipal Government Act
- Traffic Safety Act
- Traffic Bylaw #5590

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$4,082	\$5,179	\$3,132	\$3,403	\$3,403	\$3,403
Expenditure & Transfers	39,290	38,603	44,244	43,982	44,653	45,254
Subtotal	35,208	33,424	41,112	40,579	41,250	41,851
Intra-municipal Recoveries	(8,637)	(6,528)	(8,781)	(8,763)	(8,767)	(8,773)
Net Operating Requirement	\$26,571	\$26,896	\$32,331	\$31,816	\$32,483	\$33,078
Full - Time Equivalents	171.4	171.4	157.3	163.3	164.3	164.3

#### 2015 Services

- Operated and maintained over 99,000 streetlights, 140,000 signs, 1,100 traffic signals and 3,300 on-street parking meters.
- Assessed and optimized the roadway networks traffic signal timings to accommodate all modes.
- Installed, operated, managed and maintained traffic signals, traffic signs, markings and streetlight infrastructure to City standards.
- Managed traffic routes and volumes for temporary traffic disruptions and special events with signs, detours, barricades and signal timings to promote efficient flow of vehicles, pedestrians and transit.
- Provided on-street parking meters and residential parking programs.
- Installed LED streetlights to promote environmental stewardship and energy cost savings.
- Provisions of services for major special events including ITU World Triathlon, and Tour of Alberta.

#### Changes in Services for 2016 - 2018

- Implement Light Efficient Community Policy and LED Streetlight Replacement Project.
- Enhancements of services to Business Revitalization Zones.

# Branch — Transportation Operations

## Approved 2016-2018 Budget – Program Summary

### Program Name - Parking Operations

#### Results to be Achieved

Parking Management provides the centralized delivery of parking services through the management of on-street operations and City owned/leased off-street parking facilities. Implementation of effective parking management strategies contribute to The Way Ahead by aligning with City growth and business initiatives, providing a sustainable balance between availability and affordability of parking and offering a choice on alternative modes of transportation.

#### Cost Drivers

- Parking supply, demand and availability
- Changes in transportation mode shift
- Land use development and zoning requirements
- Market rate pricing for off-street parking facilities
- Implementation of emerging technology

#### Policy and/or Legislation

- Traffic Bylaw #5590

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$13,597	\$14,455	\$15,273	\$16,191	\$16,390	\$16,390
Expenditure & Transfers	7,550	7,900	8,484	9,246	9,266	9,051
Subtotal	(6,047)	(6,555)	(6,789)	(6,945)	(7,124)	(7,339)
Intra-municipal Recoveries	(3,379)	(3,082)	(2,988)	(3,172)	(2,379)	(2,152)
Net Operating Requirement	(\$9,426)	(\$9,637)	(\$9,777)	(\$10,117)	(\$9,503)	(\$9,491)
Full - Time Equivalents	16.5	16.5	32.6	31.1	29.6	29.6

#### 2015 Services

- Initiated review of parking management strategies to optimize on-street public parking availability and achieve a balance meeting the needs of residents and businesses.
- Commenced implementation of the EPark parking management system with the installation of on-street pay machines.
- Reviewed and applied parking restrictions for safe, efficient traffic flow, on-street bike lanes, special needs and event parking.
- Approved and implemented residential parking programs.
- Administered permitted/non-permitted parking uses of public road right of way which included accessible parking, loading zones and time restricted parking.
- Negotiated and administered contracts for off-street parking operations.
- Maximized revenue generation through competitive and strategic rate setting reflective of current market conditions.

#### Changes in Services for 2016 - 2018

- Commence the implementation of the EPark System in off-street parkades including license plate recognition technology and guidance.
- Initiate mobile enforcement (vehicles) for EPark ticketing.

# Branch — Transportation Operations

## Approved 2016-2018 Budget – Program Summary

### Program Name - Roadway Maintenance

#### Results to be Achieved

Roadway Maintenance supports the City's economic vitality by efficiently maintaining a safe, economical and effective road transportation and pedestrian sidewalk systems. This is accomplished by ensuring that potholes and trip hazards are repaired and streets and sidewalks are swept. Infrastructure maintenance activities also include: rural road maintenance, bridge maintenance and inspection and maintenance of other auxiliary infrastructure such as guardrails, stairs, among others. These services contribute to the Way We Move by ensuring that goods and services move efficiently, connecting Edmontonians to the City in which they live, work and play and providing sustainable and accessible infrastructure.

#### Cost Drivers

- Increasing road inventory
- Lifecycle condition of transportation assets
- Fluctuation of winter temperatures increasing the number of freeze and thaw cycles affecting pothole maintenance
- Contractor costs fluctuations

#### Policy and/or Legislation

- Roadway Cleaning Policy C550
- Municipal Government Act

#### Resources

	2013	2014	Adjusted			
(\$000)	Actual	Actual	2015	2016	2017	2018
			Budget	Budget	Budget	Budget
Revenue & Transfers	\$4,450	\$2,720	\$2,387	\$2,373	\$2,373	\$2,373
Expenditure & Transfers	74,405	73,969	65,567	76,205	79,571	82,614
Subtotal	69,955	71,249	63,180	73,832	77,198	80,241
Intra-municipal Recoveries	(12,656)	(15,317)	(7,083)	(13,851)	(14,094)	(14,348)
Net Operating Requirement	\$57,299	\$55,932	\$56,097	\$59,981	\$63,104	\$65,893
Full - Time Equivalents	345.9	345.9	335.4	341.4	346.4	349.4

#### 2015 Services

- Completed Spring clean-up as per policy.
- Recovered 75 per cent of the applied winter abrasive material during street sweeping program to recycle for future winter season use.
- Completed repairs and maintenance of roadways and roadway infrastructure to maintain safe conditions and preserve the asset value of the roadway network.
- Filled over 600,000 potholes.
- Managed over 23,000 citizen calls.
- Microsurfacing completed on time and under budget.
- Asphalt overlay and neighbourhood rehabilitation completed within schedule and under budget.

#### Changes in Services for 2016 - 2018

Maintain current levels of service on the growing roadway and active transportation network.

# Branch — Transportation Operations

## Approved 2016-2018 Budget – Program Summary

### Program Name - Snow and Ice Control

#### Results to be Achieved

The 'Snow and Ice Control' program ensures that the transportation network is safe and that efficient movement of pedestrians, motorists and cyclists is possible throughout the winter season. Snow and Ice Control includes operational maintenance such as snow plowing and blading, snow removal, among others. These services contribute to The Way We Move by ensuring that goods & services move efficiently and by connecting Edmontonians to the City in which they live, work and play.

#### Cost Drivers

- Increased service level standards to snow and ice control in accordance with the updated policy
- Increases to the roadway inventory
- Number and severity of snow events affecting snow and ice control and spring clean-up
- Fluctuations on contract equipment costs

#### Policy and/or Legislation

- Snow and Ice Policy C409H
- Municipal Government Act

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$177	\$205	\$13	\$13	\$13	\$13
Expenditure & Transfers	73,949	74,657	61,212	63,495	65,079	66,712
Subtotal	73,772	74,452	61,199	63,482	65,066	66,699
Intra-municipal Recoveries	(2,924)	(823)	(1,105)	(1,311)	(1,327)	(1,343)
Net Operating Requirement	\$70,848	\$73,629	\$60,094	\$62,171	\$63,739	\$65,356

Full - Time Equivalents	201.3	201.3	208.3	211.3	214.8	217.8
-------------------------	-------	-------	-------	-------	-------	-------

#### 2015 Services

- Managed Snow and Ice Control program as per the Snow and Ice Control Policy C409H including sanding, plowing and blading of the transportation network.
- Removed additional snow as required from roadways according to priority.
- Reused winter street sand recovered during spring street sweeping campaign.
- Managed over 44,000 winter related citizen calls
- One sided windrow pilot

#### Changes in Services for 2016 - 2018

- Implementation of service level enhancements (residential blading and windrow clearing etc.) which support changes made to Snow and Ice Control Policy C409H. Enhancements are expected to improve accessibility in neighbourhoods.
- Identification of further efficiencies in the delivery of Snow and Ice Control related activities (i.e. sand recycling, sand mixing).
- Redefine level of services through benchmarking and public consultation.

# Branch — Transportation Operations

## Approved 2016-2018 Budget – Program Summary

### Program Name - Traffic Safety and Automated Enforcement

#### Results to be Achieved

The Office of Traffic Safety provides comprehensive evidence based analytical services like speed management including automated photo enforcement, engineering assessments and reviews and road user behaviour programs focused on reducing fatal, injury and property damage preventable collisions. Office of Traffic Safety works closely with other road safety stakeholders to increase collaboration and integration of education, engineering, enforcement, evaluation and engagement efforts for collision reduction, resulting in increased efficiency and effectiveness of services. These services align with The Way We Move by ensuring safer Goods and Services Movement and making Edmonton a Safer City by reducing motor vehicle collisions.

#### Cost Drivers

- Equipment performance and use of technology
- Legislative changes
- Road user behaviour

#### Policy and/or Legislation

- Traffic Safety Reserve
- Implementation of Safety Measures Around Schools Policy C514
- Traffic Safety Act
- Municipal Government Act
- Traffic Bylaw #5590

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$41,279	\$45,519	\$15,886	\$19,326	\$19,668	\$19,694
Expenditure & Transfers	23,490	29,819	11,486	14,926	15,268	15,294
Subtotal	(17,789)	(15,700)	(4,400)	(4,400)	(4,400)	(4,400)
Intra-municipal Recoveries	-	-	-	-	-	-
Net Operating Requirement	(\$17,789)	(\$15,700)	(\$4,400)	(\$4,400)	(\$4,400)	(\$4,400)
Full - Time Equivalents	36.0	36.0	36.0	37.0	37.0	37.0

#### 2015 Services

- Performed traffic safety audits and assessments and advanced collision data analysis
- Reviewed speed management continuum initiatives and community safety programs
- Managed all automated photo enforcement technologies and aspects of equipment purchase, certification, deployment, maintenance and violation processing in conjunction with Edmonton Police Services to address traffic safety through education, engineering and enforcement programs
- Promoted traffic safety, increased levels of awareness and provided educational and public education programs to influence road user behaviour
- Enhanced management and control of the program through a systems approach

#### Changes in Services for 2016 - 2018

- Implementation of Vision Zero - Road Safety Strategy including Community Traffic Safety, Engineering, Speed Management and Pedestrian Safety (Traffic Signals - Pedestrian / Vehicle Safety) related programs.
- Enhanced School Zone Enforcement.



# Branch — Transportation Operations

## Program - Engineering Services

### Title - Geotechnical Engineering Reviews and Design

## Growth on Existing Services

### Funded Ongoing

#### Results to be Achieved

By acquiring an additional senior geotechnical position, it will be possible to reduce the time required to provide geotechnical reviews to the Sustainable Development Department for various development applications, as well as the geotechnical reviews and consulting required for in-house projects for Transportation Services.

In order to ensure that the City of Edmonton has sustainable and accessible infrastructure, it is essential that major infrastructure projects undertaken by the City and private development projects are subjected to professional geotechnical design and review prior to proceeding, to ensure that the projects properly recognize any geotechnical constraints which may impact the success of the projects over their anticipated lifespan.

#### Description

The volume and complexity of the geotechnical work being undertaken by Engineering Services has increased significantly over the last three years. It has gotten to the point where another senior engineer is required to meet the business area demands and schedules. This position requires the skills and experience to independently review & evaluate consultant geotechnical reports for development and top-of-bank issues, repair landslides, design erosion control measures and conduct in-house geotechnical investigations. This position will also be required to contribute to the research and development of new policies and procedures for construction and private development problems where soil conditions have a significant impact.

Currently the section has only two senior and one junior engineer working in this area.

The annual cost of \$154,000 associated with this FTE, will be recovered through the billing of the numerous business areas requesting the reviews and designs (this last bit is only for the geotechnical position). Funding for the FTE will come as a recovery from a combination of both Capital and Operating budgets, as determined at the discretion of the requesting Business Area.

#### Justification

The Geotechnical sub-section is responsible for the administration of contracts for geotechnical work being performed by private geotechnical firms for the City. In 2012, 19 projects were managed and by 2014, the number of projects being managed was 40. The sub-Section also provides detailed reviews for Sustainable Development prior to development approvals. The number of development files processed has increased from approximately 175 in 2012, to over 300 in 2014. The current staff level of three engineers is proving inadequate to provide the necessary detailed reviews being requested.

Failure to fund this new FTE will result in ever longer delays in providing required geotechnical reviews and investigations. The inability of existing staff to meet the demand for engineering reviews will result in ever greater delays that will impact commercial and residential development along with City projects.

Engineering Services operates as a revenue center with an annual financial target of full cost recovery with no reliance on tax levy funding. The salary and benefits for this position will be accommodated within the various service rates used by the Section, which are typically charged to the various Capital Programs.

Incremental (\$000)	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	1.0	-	-	-	-
<b>Total</b>	-	-	-	-	-	-	-	1.0	-	-	-	-

# Branch — Transportation Operations

**Program - Roadway Maintenance**  
**Title - Roadway Maintenance Street Cleaning,**  
**Asphalt and Concrete Repair Inventory Growth**

**Operating Impacts of Contributed Assets**  
**Funded**  
**Ongoing**

## Results to be Achieved

Funding will provide current service levels for increased inventory for road maintenance (not including snow and ice). This includes asphalt & concrete repair, streetscape maintenance and adherence to street cleaning policy - C550 Street Cleaning.

Current resources of \$26 million for 162.43 FTEs, materials and equipment that directly support the corporate outcomes "Goods and Services move efficiently" and "The Transportation system is integrated, safe and gives citizens choice to their mode of movement". Additionally, these programs directly impact Transportation Services' strategic goals for network quality.

## Description

This service package identifies the funding required to maintain inventory increases in the roadway network, estimated at 1.5% per year from developer contributed assets and increased streetscape maintenance with the completion of Capital Boulevard (108 Street) in 2016 and the Quarters in 2017. This package includes funding asphalt and concrete repair, street cleaning and streetscape maintenance to maintain current service levels. This package includes 3 permanent FTEs each year. There is no direct impact to other departments as a result of this request.

## Justification

With a growing inventory of roadway assets (35% increase in the last 25 years), the district operations of the Roadway Maintenance section requires additional human resources to maintain our level of service standards. Other factors such as diversification of roadway assets with improved designs and unique road cross-sections require additional manpower to keep the City's asset inventory on a good estate of repair.

Not funding this service package would result in lower level of service for our residents due to newly developed assets not being maintained and faster deterioration rate for existing assets (where preventive maintenance actions are not being implemented on).

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$442	-	442	3.0	\$461	-	461	3.0	\$432	-	432	3.0
<b>Total</b>	<b>\$442</b>	<b>-</b>	<b>442</b>	<b>3.0</b>	<b>\$461</b>	<b>-</b>	<b>461</b>	<b>3.0</b>	<b>\$432</b>	<b>-</b>	<b>432</b>	<b>3.0</b>

# Branch — Transportation Operations

**Program - Snow and Ice Control**  
**Title - Roadway Maintenance Snow & Ice**  
**Control Inventory Growth**

**Operating Impacts of Contributed Assets**  
**Funded**  
**Ongoing**

## Results to be Achieved

Funding will provide current service levels for increased inventory and maintain adherence to Snow and Ice control policy - C409H. Current resources of \$60.1 million are for 208.3 FTEs and de-icing materials. This program directly supports the Corporate Outcomes "Goods and Services move efficiently" and "The Transportation system is integrated, safe and gives citizens choice to their mode of movement". These program directly impact Transportation Services strategic goals for network quality.

## Description

This service package identifies the funding required to maintain inventory increases in the roadway network for snow and ice control from developer contributions, estimated at 1.5% (\$900K) and includes 3 permanent FTEs each year; maintenance of Shared Use Paths estimated at \$5,000 each year; and the maintenance of new protected bicycle facilities estimated at \$30,000 and includes 0.5 FTE. There is no direct impact to other departments as a result of this request.

## Justification

With a growing inventory of roadway assets (35% increase in the last 25 years), the district operations of the Roadway Maintenance section requires additional human resources to maintain our level of service standards specified in the Snow and Ice Control Policy C409H. This forecast is based on a 4 year forecast from City Economist for growth of contributed assets and an approved Capital expenditure for construction of Shared Use Paths and protected bicycle facilities in the current capital budget cycle. This service package will allow for inventory growth with the current service level.

Not funding service for increased inventory would result in decreased level of service. This would mean that Transportation Services' strategic goal for Winter Reliability would not be met.

incremental (\$000)	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$907	-	907	3.0	\$969	-	969	3.5	\$978	-	978	3.0
<b>Total</b>	<b>\$907</b>	<b>-</b>	<b>907</b>	<b>3.0</b>	<b>\$969</b>	<b>-</b>	<b>969</b>	<b>3.5</b>	<b>\$978</b>	<b>-</b>	<b>978</b>	<b>3.0</b>

# Branch — Transportation Operations

**Program - Traffic Operations, Signals and Street Lighting**  
**Title - LED Streetlight Conversion Project**

**Operating Impacts of Capital Funded Ongoing**

## Results to be Achieved

Since 2010, the City began installing LED luminaires in conjunction with neighborhood renewal projects, arterial roadway construction projects and walkway projects. These projects have allowed an evaluation of streetlighting requirements and ensuring that standards are met.

The LED Streetlight Project supports The Way Ahead by supporting transportation mode shift, promoting efficient goods and services movement as well as safety and security for all citizens and further advancing the City of Edmonton as an environmentally sustainable and resilient City. Additionally, the project seeks to replace all remaining high pressure sodium and metal halide luminaires with LED in order to contribute to environmental stewardship (lower greenhouse gas emission, financial savings (maintenance and power) and innovation (use of technologies)).

## Description

1.0 additional FTE is required to support the successful implementation and ongoing maintenance of streetlight infrastructure identified within the scope of the LED Streetlight Conversion capital project (15-66-2561) approved by Council in the Capital Priorities Plan for 2015-2018 and as indicated in the Accelerated LED Street Light Conversion Funding Options Report.

## Justification

Current resources are insufficient to support the successful implementation of this capital project. Internal resources will secure in-house knowledge and skilled personnel who can efficiently manage the full cycle of streetlight infrastructure, from initial implementation through review of designs and construction management, communication with staff from different departments and external groups and support ongoing operation and maintenance of the City's infrastructure.

Not funding this service package would result in delays in delivering the project and all other street lighting and composite capital projects and lower level of service in correspondence with public on construction and maintenance issues.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$154	-	154	1.0	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$154</b>	<b>-</b>	<b>154</b>	<b>1.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Branch — Transportation Operations

**Program - Traffic Operations, Signals and Street Lighting**  
**Title - Parking Control Technology System Support**

**Operating Impacts of Capital Funded Ongoing**

## Results to be Achieved

Funding will provide the required on-going operational support and maintenance of a fully integrated Pay-by-Plate parking system for on and off-street parking facilities. The new parking system replaces 3,300 coin operated meters and cash booth technologies used in 5 City owned and leased parkade facilities. Current parking control equipment used by the City has reached end of life resulting in increased maintenance and repair costs.

Modernized parking technology supports The Way Ahead by helping to promote Edmontonian's use of public transit and active modes of travel. Information generated by the new parking system will provide the public with access to parking trends for on-street parking availability and real time availability at City managed parkades. With stall availability and parking pricing information, more informed choices can be made on journey to work modes including transit, carsharing, cycling and walking. Accessibility to the transportation network with active mode experience contributes to the department's corporate outcomes.

## Description

Parkplus software licencing and maintenance \$200,000  
 Pay machine centralized systems management and remote communications \$220,000  
 Licence plate recognition software and equipment maintenance \$50,000  
 Parkade guidance system maintenance - 5 parkade facilities \$200,000 (2017)  
 IT support \$78,000, 0.6 FTE beginning in 2016

## Justification

In July 2014, City Council approved capital funding to replace existing on and off-street parking equipment with modernized technologies. New Pay-by-Plate technology will improve service to the public by offering a variety of payment options (coin, credit card and mobile payment). New information on real time off-street parking availability, stall utilization, directional guidance and location based revenue can be gathered and applied towards improving management of parking services. Operational efficiencies are gained through automated enforcement, including the opportunity for better enforcement of parking bans required for snow and ice control operations. Benefits and service enhancements of the Pay-by-Plate technology have been verified through the recent E-Park Pilot Project.

The revenue generating ability of on and off-street parking operations is directly dependent on the support, maintenance and reliability of these new technologies. Funding of these operations will ensure customer service continuity while safeguarding the resulting parking revenue stream. The revenue levels achieved are used to fund commitments to the arena and to pay back the borrowed capital.

Incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$548	548	-	0.6	\$200	200	-	-	-	-	-	-
<b>Total</b>	<b>\$548</b>	<b>548</b>	<b>-</b>	<b>0.6</b>	<b>\$200</b>	<b>200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Branch — Transportation Operations

**Program - Traffic Operations, Signals and Street Lighting**  
**Title - Streetlighting Capital Priorities**

**Operating Impacts of Capital Funded Ongoing**

## Results to be Achieved

Ensuring adequate resources for maintenance of the City's optimal streetlight system encourage the use of public transit and active modes; good nighttime visibility enhances the safety and comfort of all road users including transit users who must walk to transit access points. In the same manner, this program improves business satisfaction as goods and services move efficiently along all key goods and service routes throughout the City.

## Description

This service package is to maintain service levels to the public in response to the increasing capital investments approved in the 2015-2018 Capital Priorities Plan in order to successfully manage the entire process of design, construction and coordination of work, ongoing maintenance programs and database management of various streetlight infrastructure affected by various capital projects. This includes the majority of Road projects, Neighborhood Renewal, Community Services projects, Sustainable Development projects and Transit projects. Delays encountered in the design phase will directly impact the construction schedule. Ensuring sufficient resources are available to meet the design timelines is important in order to minimize impacts on delivery dates of the entire project. Furthermore, additional inspections will be added to construction projects in order to minimize the impacts during the life of the infrastructure and its ongoing maintenance. Timely recording of the as-built within the base maps may reduce risks of damages caused by third parties. Additional resources will enable addressing the inquiries from citizens, Business Revitalization Zones and other departments on time and increase customer satisfaction.

## Justification

The City's capital investment into Transportation Operations projects alone has grown 350% since 2013, of which the majority investment is in Neighborhood Renewal and Arterial Road Renewal. Streetlight resources have not kept pace with the growth in workload which is hindering the ability to meet customer expectations. Current resources are insufficient to support the expectations for timely streetlight plan reviews, site inspections and site visits required for the growth in volume of capital construction projects.

Not funding this service package will result in delays in the initial design Plan reviews, done by external sources, will directly delay construction and capital and composite project completion schedules. This will directly impact the public, other City departments and projects done by 3rd parties on City Right of Way. A lower level of service on resident inquiries is to be expected as well.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$125	-	125	1.0	\$125	-	125	1.0	-	-	-	-
<b>Total</b>	<b>\$125</b>	<b>-</b>	<b>125</b>	<b>1.0</b>	<b>\$125</b>	<b>-</b>	<b>125</b>	<b>1.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Branch — Transportation Operations

**Program - Traffic Operations, Signals and Street Lighting**  
**Title - Traffic Controller System Conversion**

**Operating Impacts of Capital Funded Ongoing**

## Results to be Achieved

Old and outdated traffic controllers and cabinets that still exist in the City increase the number of potential signal malfunction and result in less than efficient operation of the intersection due to limited capabilities of the system.

The conversion aims to maintain the optimal traffic signal system for all roadway users including transit by providing improved signal management options as well as a centrally controlled system that has the ability to influence a more fluid traffic flow. This has the capability to increase transit ridership by improving travel times. Additionally, the efficient movement of goods and services is enhanced with the managed traffic congestion.

## Description

Additional budget and 3 FTEs are required, dedicated to the successful implementation and ongoing maintenance of Traffic Controller System Conversion capital project (15-66-2511) approved by Council in the Capital Priorities Plan for 2015-2018.

This capital project is to equip all traffic signal controllers to new ethernet based and wireless technologies in order to communicate remotely with the CENTRACS central traffic signal management system.

Doing so maximizes the value achieved from the City's CENTRACS investment in 2009 and offers efficiencies in remote traffic management towards achieving The Way We Move goals and objectives. Full conversion will result in a cost savings in 2017 and 2018 to the City by utilizing wireless communications versus existing leased phone lines, thereby reducing communication costs.

## Justification

Traffic controllers, traffic cabinets and the legacy central traffic signal management system are in need of replacement in order to minimize the risk of traffic signal disruptions. The City has already invested into the new central signal system (CENTRACS) in 2009, but the benefit from this investment cannot be maximized if the traffic controllers are not able to communicate with CENTRACS. Communication with CENTRACS allows remote management of traffic signal controllers from the Traffic Management Center (TMC), supporting proactive timing adjustments and providing greater ability for the TMC to react to immediate and unexpected traffic volume activity.

Adding internal resources will secure in-house technical expertise and skilled personnel in the initial implementation phase thereby increasing the ability for efficient and effective ongoing maintenance of the same equipment and technologies into future years. The traffic signal inventory has increased by over 20% in the last 10 years. Current staffing levels are required to operate and maintain level of service standards. Without additional resources, there would be an increase in cost for maintenance and a risk to public safety by not completing required equipment upgrades before failure. This would result in increased costs in order to acquire external support for repairs and maintenance.

Current resources are insufficient to support the aggressive timeline for the implementation of this capital project.

The hardware used for the legacy central management system and in older traffic cabinets are becoming obsolete, expensive, difficult to maintain and source parts for. Approximately 60% (over 600 signals) in the traffic signal system are controlled by the aging central system currently supported by internal staff. This capital project is now approved and expected to be carried out as planned, in order to minimize the risk of traffic controller disruptions due to obsolete equipment.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$438	-	438	3.0	(\$100)	-	(100)	-	(\$100)	-	(100)	-
<b>Total</b>	<b>\$438</b>	<b>-</b>	<b>438</b>	<b>3.0</b>	<b>(\$100)</b>	<b>-</b>	<b>(100)</b>	<b>-</b>	<b>(\$100)</b>	<b>-</b>	<b>(100)</b>	<b>-</b>



# Branch — Transportation Operations

**Program - Traffic Operations, Signals and Street Lighting**  
**Title - Dynamic Message Sign Service Technician**

**Operating Impacts of Capital Funded Ongoing**

## Results to be Achieved

The messaging system has proven to be very valuable in enhancing traffic safety initiatives, relieving traffic congestion, providing real time road conditions, communicating snow removal operations, road emergencies and repairs, major special events, notice of construction planned or in progress and alternate driving routes. The success of the program is felt by the simple notification on the roadway to all motorists and citizens alike as motorists are able to plan ahead by either choosing an alternate route or a different mode of travel as well as continually promoting goods and services to move efficiently through and across the city.

## Description

Request for 1 new FTE Dynamic Message Sign Service Technician to maintain a growing inventory of DMS (Dynamic Messaging Systems) and speed display signs used in daily traffic controls and capital construction programs. This new Dynamic Message Sign Service Technician position will be funded from cost recovery of capital projects and external third party rentals. No tax levy is required.

## Justification

A new position is required to maintain this increasing inventory in good order so that the units can be deployed to construction sites and external service requests, ready for rental and to mobilize speed display signs to enhance traffic safety. The capital investments are set for the next four years and are higher than the prior capital cycle. As a result, we are requesting an additional staff to assist us in meeting the demands for traffic control services in various capital projects. This cost for this position will be fully recovered through the rental of these signs.

The DMS inventory began in 2002 with 8 units, in 2009 speed display signs were also added to the inventory resulting in a combined inventory of 212 units in 2015. (an average yearly increase of over 200%, valued at approx. \$3.4 million) These units have proven to be very valuable in enhancing traffic safety initiatives, relieving traffic congestion, providing real time road conditions, communicating snow removal operations, road emergencies and repairs, major special events, notice of road construction (planned or in progress) and recommending alternate driving routes. Speed display signs are used by the Office of Traffic Safety to improve driver awareness and to further enhance traffic safety objectives. Their effectiveness has resulted in additional units being purchased for citywide use.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	1.0	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	1.0	-	-	-	-	-	-	-	-

# Branch — Transportation Operations

**Program - Roadway Maintenance**  
**Title - Roadway Maintenance Inspectors**

**Growth on Existing Services**  
**Funded**  
**Ongoing**

## Results to be Achieved

Funding will provide the resources to address customer service gaps and provide increased oversight of contracted equipment. These inspectors complete the field investigation of citizens concerns, identify work required and assemble and prioritize repairs to sidewalks and potholes and asphalt patching. Currently it takes an average of 2 weeks to investigate and track complaints during peak demand periods, the corporate target is 5 business days. The additional 10 inspectors, along with planned technology improvements, will allow us to meet the expected response times for 90% of citizen inquiries. These inspectors will also allow for increased oversight of contracted/hired equipment during winter snow events. Efficient deployment and oversight of hired equipment increases effectiveness and allows us to meet our plowing time standards. Meeting these standards has a direct impact on the network reliability in winter months. Resources required are 5 FTEs and a budget of \$640,000, including indirect costs and materials.

These additional resources to focus on investigation of service issues for all Roadway Maintenance programs and oversight of hired equipment, directly impact the corporate outcomes "Goods and Services move efficiently" and "The Transportation system is integrated, safe and gives citizens choice to their mode of movement". This also impacts Transportation Services' ability to meet our strategic goals for network quality and winter reliability.

## Description

This service package identifies the funding required to meet inspection requirements on Citizens' concerns and oversight of increased amount of hired equipment, estimated at \$640,000 and 5 FTEs (one per district). The current number of 5 inspectors has not increased since 1985 and can not keep pace with increased customer inquiries and hired equipment usage arising from inventory growth over the past 30 years. This funding includes the operating impact for a 1/2 ton truck required for each employee to use (total of 5).

## Justification

This service package is required due to a 54% increase in population since 1985 (the inspection team in the Roadway Maintenance section has remained the same since then) and an increase in customer inquiries of more than 300% (from 19,000 inquiries in 2007 to 67,000 in 2014). This service package will positively impact all our programs (Snow and Ice, Street Cleaning, Asphalt and Concrete Repair) by increasing the level of inspection (awareness of the condition of our assets), supervision (quality of both private and public forces) and reducing the response time to resident inquiries. Approving this service package will also reduce risk exposure to the public and mitigate liability to the City for unknown hazardous roads conditions.

The implications of not funding this service package include: Longer waiting time for investigating road related complaints (currently 2 weeks during peak periods), not meeting corporate target of 5 business days, not meeting plowing standards due to lack of supervision of contracted forces and an overall negative impact on network reliability during the winter months.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$302	-	302	3.0	\$316	-	316	2.0	\$22	-	22	-
<b>Total</b>	<b>\$302</b>	<b>-</b>	<b>302</b>	<b>3.0</b>	<b>\$316</b>	<b>-</b>	<b>316</b>	<b>2.0</b>	<b>\$22</b>	<b>-</b>	<b>22</b>	<b>-</b>

# Branch — Transportation Operations

**Program - Traffic Safety and Automated Enforcement**  
**Title - School Zone Enforcement - Corps of Commissionaires**

**Growth on Existing Services**  
**Funded**  
**Ongoing**

## Results to be Achieved

Overall speed and collisions within school zones will be decreased by having positions dedicated to school zone enforcement.

These resources will continue to ensure Edmonton is a safe City for vulnerable users such as children. Also, these resources will support Transportation Services' Network Management outcomes by increasing safety and optimizing the efficiency of goods and services movement. This proposed program can yield safety benefits which are in line with the department's goals of achieving collision reductions along all arterial roadways, major corridors and truck routes.

## Description

An additional 3 Corps of Commissionaire Peace Officers would be hired specifically for school zone enforcement in order to ensure motorists are compliant with the reduced speed limits in school zones. With the introduction of school zones in Edmonton, an increase in demand for mobile automated photo enforcement occurred. Having completed a year worth of speed enforcement in school zones, three additional units are requested to meet the demand and still provide for the ongoing demand for speed enforcement in communities. The additional 3 contracted positions may be funded out of the Traffic Safety & Automated Enforcement Reserve (TSAER) and have an annual cost of \$195,000. Zero Tax Levy Impact.

## Justification

The City of Edmonton reintroduced school zones with reduced speed limits in September 2014. In order to ensure that motorists are compliant with the reduced speed limits and to improve vulnerable road user safety, additional enforcement personnel are required. Since the introduction of school speed limit zones, enforcement has been conducted using present resources. The addition of school speed limit zones has added an additional 350 enforcement sites since inception in the fall of 2014. This represents an increase of over 50% more speed enforcement zones for the present inventory of enforcement equipment. Speeding infractions in school zones continue to be over represented in relation to speeding in non-school speed limit zones. The addition of three units will help meet the greater needs of both communitywide enforcement as well as school zone enforcement. The increase in mobile enforcement unit resources specifically for school zone enforcement will increase the availability of speed enforcement units for neighbourhoods which have seen an increase in demand and a decrease in ability to meet that demand.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$195	195	-	-	\$4	4	-	-	\$4	4	-	-
<b>Total</b>	<b>\$195</b>	<b>195</b>	<b>-</b>	<b>-</b>	<b>\$4</b>	<b>4</b>	<b>-</b>	<b>-</b>	<b>\$4</b>	<b>4</b>	<b>-</b>	<b>-</b>

# Branch — Transportation Operations

**Program - Traffic Safety and Automated Enforcement**  
**Title - Neighbourhood Rehab/Reconstruction due to Road Safety Audits**

**Growth on Existing Services**  
**Funded**  
**Ongoing**

## Results to be Achieved

At the concept stage, neighbourhoods and communities which are candidates for reconstruction or rehabilitation, present opportunities for safety reviews to be conducted. By completing an in-service road safety review, engineers can provide recommendations to improve safety within these areas. If implemented, these mitigation measures can lead to a reduction of 5-10% at a neighbourhood level, or 30-99% depending on the existing safety concern for a specific movement at a certain location.

Road safety audits provide the opportunity for planners and engineers to identify and correct traffic safety concerns before they emerge. Completing these audits will also support The Way Ahead outcomes by ensuring that the new designs for neighbourhoods/communities are attractive, compact and safe for all the road users. Road safety audits support the Network Management outcomes by increasing the safety and optimizing the efficiency of goods and services movement.

## Description

This service package includes budget funding and co-ordination of implementation resulting from the safety assessment. These recommendations include redesigning the road and implementing the recommendation of the road safety reviews to name a few. Costs associated with these audits are estimated at \$250,000 annually and may be funded from the Traffic Safety and Automated Enforcement Reserve (TSAER). Zero Tax Levy Impact.

## Justification

City arterials, collector roads, neighbourhoods and communities are continually undergoing rehabilitation and changes, to accommodate the shifting transportation demands. The assessment and/or auditing of road design and operation optimizes road safety benefits and provides a greater return on investment. Limited in-service road safety reviews have been conducted in the past due to budget limitations and as a result, the opportunity to implement engineering safety improvements as part of rehabilitation projects is not being optimized. By completing an in-service road safety review on all transportation projects, engineers can provide recommendations to improve safety within these areas. If implemented, these mitigation measures can lead to a reduction of 5-10% at a neighbourhood level, higher collision reduction levels can be anticipated for specific engineering counter measures. Road Safety audits ensure that all rehabilitation and growth road project optimize the opportunity to improve traffic and pedestrian safety.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$250	250	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$250</b>	<b>250</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Branch — Transportation Operations

**Program - Traffic Safety and Automated Enforcement**  
**Title - Road Safety Engineer**

**Growth on Existing Services**  
**Funded**  
**Ongoing**

## Results to be Achieved

The creation of this position will streamline the road safety assessment process by incorporating a position that will specifically deal with making safety recommendations that need to be considered to reduce collisions. This aligns with Council's goals to reduce collisions, injuries and fatalities in Edmonton. Additionally, this FTE position is created to mitigate traffic safety concerns in the City - this will be done through proactive measures, by targeting safety concerns before they emerge, as well as by reactive measures and recommending changes that are needed to achieve sufficient collision reduction. This is in line with the department's goals of achieving collision reductions along all arterial roadways, major corridors and truck routes.

## Description

This service package includes the permanent position of a Road Safety Engineer. The cost associated with this position is \$171,000 annually and should be supported through the Traffic Safety and Automated Enforcement Reserve (TSAER). Zero Tax Levy Impact.

## Justification

The City of Edmonton is continuously trying to find new ways to improve safety at existing and new locations. In order to proceed with this in a strategic process, optimize funding through capital and operational programs, it is imperative that road safety audits and assessments be conducted prior to the expenditure of major capital or operation funding. Traffic safety needs to be considered at the planning and design stages and the shift from reactive to proactive safety assessment is essential to mitigate safety issues before they emerge. The systemic integration of road safety engineering into transportation projects ensures road safety is embedded into the process and all opportunities to leverage safety are identified and implemented.

Preliminary reviews suggest that an integrated and coordinated approach to road safety, including reviews of road design prior to construction provides a 5 to 10% reduction in collisions through the incorporation of road safety counter measures. By completing an in-service road safety review on all transportation projects, engineers can provide recommendations to improve safety within these areas. If implemented, these mitigation measures can lead to a reduction of 5-10% at a neighbourhood level, higher collision reduction levels can be anticipated for specific engineering counter measures. Road Safety audits ensure that all rehabilitation and growth road project optimize the opportunity to improve traffic and pedestrian safety.

incremental (\$000)	2016				2017				2018			
	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$171	171	-	1.0	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$171</b>	<b>171</b>	<b>-</b>	<b>1.0</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Branch — Transportation Operations

**Program - Traffic Safety and Automated Enforcement**  
**Title - Public Engagement and Education**

**New or Enhanced Service**  
**Funded**  
**Ongoing**

## Results to be Achieved

Funding will support various transportation public engagement and public education road safety campaigns that support The Way We Move goals and objectives, in order to change road user behavior, reduce collisions, and encourage multimodal sustainable travel options.

## Description

Between 2016-2018 funding will resource:

- Road and Pedestrian Safety Education Campaigns: Public education plays an important role in shaping the attitudes and behaviors of all road users ensuring they become responsible drivers, passengers, pedestrians and cyclists.
- Community Public Engagement: In-house staff resources will be used to improve all aspects of public engagement including planning, session delivery and project evaluation and reporting with a focus on community and neighbourhood traffic safety issues and initiatives.
- Road Safety Application (app): The initial 'app' development will provide one-way road safety warnings and conditions and will eventually be developed into a two-way communications device for road safety and road users.
- Advanced Video Based Road Safety Analytics: The contribution of the City of Edmonton will help to advance traffic safety behavioral research as well as creating tools for educating pedestrian and road users of potential safety issue, particularly around schools, neighbourhoods and in key pedestrian corridors.
- School Age Transportation Mode Shift Education: This initiative will create a program tailored for teachers that will allow them to deliver mode-shift and safety education. This program will be a primary method of shaping traffic safety for future generations.
- Traffic Safety Culture Change Initiative: This initiative includes the delivery of the annual Traffic Safety Culture Survey which is intended to engage citizens in regards to their views on traffic and pedestrian safety in the City. Data from the survey will provide direction in regards to program development in line with citizen and community needs and expectations
- Major Traffic Safety Conferences: including the international conference on Urban Traffic Safety hosted by the City of Edmonton and the upcoming International Council of Alcohol Drugs and Traffic Safety hosted by the City of Edmonton in 2019.

Costs associated should be funded out of the Traffic Safety & Automated Enforcement Reserve (TSAER). Zero Tax Levy impact.

## Justification

The City of Edmonton Road Safety Strategy for 2016- 2020 provides a strategic plan to continue reducing the prevalence of fatalities, major injuries, injuries and property damage from motor vehicle collisions. This strategy incorporates Edmonton's strategic plan -The Way Ahead and aligns with two of its strategic goals, The Way We Live and The Way We Move. This strategic plan builds on the previous road safety initiatives, incorporates leading global road safety practices, identifies targets and supports a long-term commitment to road safety. Four FTEs are needed for the comprehensive public engagement and education programs which are intended to reduce collisions in accordance with the needs of the community.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$2,500	2,500	-	2.0	\$116	116	-	1.0	\$115	115	-	1.0
<b>Total</b>	<b>\$2,500</b>	<b>2,500</b>	<b>-</b>	<b>2.0</b>	<b>\$116</b>	<b>116</b>	<b>-</b>	<b>1.0</b>	<b>\$115</b>	<b>115</b>	<b>-</b>	<b>1.0</b>

# Branch — Transportation Operations

**Program - Traffic Safety and Automated Enforcement**  
**Title - Traffic Safety Research Chair**

**New or Enhanced Service**  
**Funded**  
**Ongoing**

## Results to be Achieved

The Law Enforcement Research Chair is a new initiative which supports Edmonton's strategic goal to be a safer city and is part of the 2015-2020 Road Safety Strategy. The research chair will ensure leading and best practice is utilized in law enforcement related activities and the efficient and effective use of law enforcement resources. A permanent research chair of the University of Alberta will be established at a Doctoral level to conduct ongoing law enforcement research.

## Description

This academic position, would examine law enforcement state of practice, conduct research and evaluation and recommend new state of art practices and policies. Through this evidence based approach, an optimization of law enforcement and integrated collaborative resources will be achieved. Costs associated should be funded out of the Traffic Safety & Automated Enforcement Reserve (TSAER). Zero Tax Levy impact.

## Justification

This research chair will compliment the Edmonton Urban Traffic Safety Research Chair established at the University of Alberta to improve Urban Traffic Safety as part of the previous work done on traffic safety. The addition of a Law Enforcement Research Chair ensures that all initiatives on traffic safety will have the best available research and evaluation for both transportation and law enforcement activities and the integration and collaboration of both transportation and law enforcement initiatives. The establishment of the Urban Traffic Safety Research Chair has resulted in the practical improvement of traffic safety operations, publishing of new research in peer review journals and served as a catalyst to expand the transportation engineering program at the University of Alberta. The chair is now part of the Centre for Smart Transportation which includes additional academic resources from Doctoral, to Masters, to undergraduate students and includes representatives from all orders of government, private business interests and other national and international partnerships or affiliations to universities. It is anticipated that the establishment of this research chair in law enforcement will have the same potential.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$150	150	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$150</b>	<b>150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# Branch — Transportation Planning

## Introduction

From strategy to design, Transportation Planning guides the development of an expanding network of transportation options providing users a range of safe and accessible travel options, while ensuring responsible development for future generations.

Transportation Planning promotes public transit, active modes and the effective movement of goods and services within the transportation network through the development of comprehensive long-term plans and policies. Through key planning initiatives, the team ensures that the vision and long-term goals established in the transportation strategic plan, *The Way We Move* are implemented through policy development, transportation system monitoring, concept planning, future forecasting and evaluating progress.

The branch leads the development of a comprehensive Transit Strategy that will shape how the City of Edmonton delivers transit service in the future. This will include significant efforts to ensure the process is inclusive and reflects Edmonton's diversity. Monitoring, modelling and evaluation of the transportation network provides the information for evidence-based decision making and the metrics needed to assess performance measures for meeting Council's goals.

Transportation Planning plays a significant role in *The Way Ahead* and supports the City's vision of a safe and attractive city where citizens are well connected in the way they live, work and play. Key initiatives encourage citizens to use public transit and active modes of transportation, such as walking and cycling. Other activities support the efficient and effective movement of goods and services, contributing to the city's economic health.



- **Transit Strategy development:** Identifies and develops a strategic approach to public transit that best positions the City of Edmonton to meet the diverse needs of its citizens
- **LRT Network Prioritization and funding scenarios:** Prioritizes LRT expansion through efficient allocation of resources. Establishes effective construction, staging and funding mechanisms
- **Complete Streets implementation:** Implements a holistic approach to roadway design, provides safe and attractive roadways for all users

Integration with other City of Edmonton initiatives is a significant aspect of the branch's role. Plans for transportation infrastructure guide development choices across the City and promote growth in the urban core. These approaches provide transportation options that support the City's efforts to become more environmentally sustainable and resilient. Public engagement plays an active and key role in all transportation projects. The branch works to build relationships and strengthen communities through involving people in a dialogue about decisions that impact them, based on a belief that decisions are stronger when local knowledge and aspirations are paired with technical expertise. Citizens are engaged through programming and activities that encourage making sustainable transportation choices to enhance use of public transit and active modes of transportation.



# Branch — Transportation Planning

---

Transportation Planning endeavours to anticipate changes to the environment in which it exists and has identified the following emerging issues:

## **Meeting Growing Expectations for Engagement**

Transportation programs and projects, by their very nature, have an impact on the lives of citizens. Over time, there has been a marked increase in demand for greater public access and influence on the decision-making processes of government and public agencies. New approaches to public engagement require bringing individuals and groups together with the City to build on a commitment to two-way communication and shared authority.

## **Shortcutting and Speeding**

As the city continues to grow, the transportation network is under increasing pressure and some motorists are finding their way through communities to avoid congestion. Many residents are concerned for the safety of children, pedestrians, cyclists and motorists on their neighbourhood streets. The recent Traffic Shortcutting Audit identified neighbourhood shortcutting as a priority for citizens and outlined that an ongoing structured and sustainable approach was required to address traffic volumes and speed in communities. The City is advancing an integrated approach to combat shortcutting as part of the Road Safety Strategy. The program will first partner with community stakeholders in public engagement outreach to gather valuable local knowledge and then align with traffic management staff for fast-implementation traffic controls and/or the Neighbourhood Renewal Program for more permanent neighbourhood redesigns. Increased coordination of City initiatives and internal/external stakeholders will develop a holistic approach to enhance the livability of communities.

## **Land Use and Transportation Integration**

Building a great city that is competitive on the national and world stages requires the efficient integration of transportation and land use, maximizing mobility and place-making opportunities to attract and retain citizens and businesses, as well as to manage future growth of the region. Given the major investment of building LRT, the City needs to be a good steward of this investment by maximizing opportunities to integrate land use with transportation to create higher density, mixed-use developments in existing and future communities served by LRT. In addition, transit supportive infrastructure, such as Park and Ride facilities that serve regional users will likely become more of a priority.

## **Funding of Major Infrastructure**

As development continues to push towards the boundaries of the City, growth in some of these developing areas may be constrained without the upgrading of key transportation infrastructure. Many of the interchanges or major infrastructure requirements are under provincial jurisdiction and funding for these upgrades is not currently available. As more neighbourhoods develop and with the future growth of the City, the requirements for new or upgraded infrastructure will increase. Transportation Planning, working with other areas of Administration, the Province, Capital Region Board and land developers will consider strategies for funding interchanges and major transportation infrastructure, as this issue is likely to persist and become more critical.

# Positive Change—Innovation & Continuous Improvement

## **Continuous Improvement**

Policy Implementation and Evaluation has been reviewing its processes for delivering inquiries to clients and has added a number of automation processes that have saved time.

A major update of the Regional Travel Model is being started that will update travel behaviour based on the Household Travel Survey, as well as improving forecasting capability for Transit, including LRT planning and Park and Ride.

## **Innovation**

Development Planning and Engineering undertook an initiative to review and modify long-established internal processes in order to provide process and cost efficiencies, improve accountability, consistency and transparency and enhanced customer service. Results include cost savings from reduced mileage and driving time, improved productivity, more accurate documentation and improved collaboration.

A citywide model is being developed that will predict traffic shortcutting routes in neighbourhoods. This information will be used as an input into the Community Traffic Management Program process.

## Branch — Transportation Planning

### Approved 2016-2018 Budget – Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	1,011	136	69	70	70	71
Transfer from Reserves	-	-	-	1,284	1,418	1,773
<b>Total Revenue &amp; Transfers</b>	<b>\$1,011</b>	<b>\$136</b>	<b>\$69</b>	<b>\$1,354</b>	<b>\$1,488</b>	<b>\$1,844</b>
<b>Expenditure &amp; Transfers</b>						
Development Planning and Engineering	2,816	2,308	2,440	2,748	3,524	3,582
Facility and Capital Planning	-	-	-	1,958	2,005	2,035
Policy Implementation and Evaluation	11,924	11,463	12,033	6,072	5,457	5,546
Public Engagement	-	-	-	1,437	1,563	1,913
Sustainable Transportation	-	-	-	3,195	3,229	3,262
<b>Total Expenditure &amp; Transfers</b>	<b>\$14,740</b>	<b>\$13,771</b>	<b>\$14,473</b>	<b>\$15,410</b>	<b>\$15,778</b>	<b>\$16,338</b>
<b>Net Operating Requirement</b>	<b>\$13,729</b>	<b>\$13,635</b>	<b>\$14,404</b>	<b>\$14,056</b>	<b>\$14,290</b>	<b>\$14,494</b>
<b>Full-time Equivalents</b>	114.6	118.6	123.6	137.6	138.6	139.6

## Branch — Transportation Planning

### Approved 2016-2018 Budget – Branch Summary by Cost Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	1,011	136	69	70	70	71
Transfer from Reserves	-	-	-	1,284	1,418	1,773
<b>Total Revenue &amp; Transfers</b>	<b>\$1,011</b>	<b>\$136</b>	<b>\$69</b>	<b>\$1,354</b>	<b>\$1,488</b>	<b>\$1,844</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	12,854	13,878	14,462	16,562	17,051	17,544
Materials, Goods and Supplies	604	803	581	766	751	737
External Services	2,767	2,136	2,276	2,893	2,192	2,400
Fleet Services	4	54	50	47	50	53
Intra-municipal Charges	378	226	162	228	230	233
Utilities & Other Charges	1,294	1,270	1,356	373	371	369
Transfer to Reserves	-	-	-	-	-	-
Subtotal	17,901	18,367	18,887	20,869	20,645	21,336
Intra-municipal Recoveries	(3,161)	(4,596)	(4,414)	(5,459)	(4,867)	(4,998)
<b>Total Expenditure &amp; Transfers</b>	<b>\$14,740</b>	<b>\$13,771</b>	<b>\$14,473</b>	<b>\$15,410</b>	<b>\$15,778</b>	<b>\$16,338</b>
<b>Net Operating Requirement</b>	<b>\$13,729</b>	<b>\$13,635</b>	<b>\$14,404</b>	<b>\$14,056</b>	<b>\$14,290</b>	<b>\$14,494</b>
<b>Full-time Equivalents</b>	114.6	118.6	123.6	137.6	138.6	139.6

# Branch — Transportation Planning

## Budget Changes for 2016 to 2018

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc.

Transfer from Reserves (Traffic Safety Automated Enforcement Reserve) of \$829 for Community Traffic Management and \$455 for Public Engagement and Education. For 2017 and 2018, the increments are \$133 and \$357. Remaining revenues are expected to remain steady from 2016 to 2018 with modest changes as development activity is slowing.

### Expenditures & Transfers - Changes

#### Personnel

2016-2018 increases of \$686, 362 and \$349 respectively to account for approved cost of living adjustments, movement towards job rate and benefit changes. Public Engagement & Education, Community Traffic Management and Enhanced Concept Planning total \$1,414, \$127 and \$144.

#### Material, Goods & Supplies

In 2016, there is a budget reallocation of \$100 to equipment purchases and \$89 increase in other expenditures. In 2016 to 2018, there is a decrease of \$4, \$22 and \$13 in software licensing, stationery and office supplies and telecom due to the 2% innovation.

#### External Services

Public Engagement & Education, Community Traffic Management and Enhanced Concept Planning changes total \$745, \$20 and \$230 in 2016 to 2018 respectively. In 2016, there is a budget reallocation of \$128 from engineering services and general contract work to other expenditures. In 2017, engineering services will be reduced by \$721 to offset the decrease in intra-municipal recoveries from Sustainable Development. There are minimal changes in 2018.

#### Fleet Services

There are no significant changes.

#### Intra-municipal Charges

In 2016, there will be an increase of \$66 in various intra-municipal charges (human resources \$17, materials management \$38 and parking \$26 offset by a \$15 reduction in building maintenance). There are insignificant changes in 2017 and 2018.

#### Utilities & Other Charges

Debt Interest expense will be reduced by \$1,016 in 2016 as a result of the repayment of the fuel grant loan offset by \$33 increase in other expenses. There are minimal changes in 2017 and 2018.

The 2% innovation has resulted in cost reductions of \$4, \$22 and \$13 in 2016 to 2018. These are in the areas of software licensing, stationery and office supplies and telecom.

#### Intra-municipal Recoveries

In 2016, intra-municipal recoveries from capital have increased by \$961 mainly due to Enhanced Concept Planning and intra-municipal recoveries from Sustainable Development have increased by \$84. In 2017, there is a \$721 reduction in intra-municipal recoveries from the Sustainable Development department as a result of reduced development permits projected by Sustainable Development. To offset this decrease in the source of funding, expenses are budgeted to be reduced in Transportation Planning. Other intra-municipal recoveries will increase by \$129. In 2018, intra-municipal and capital recoveries will increase by \$131 mainly due to Public Engagement.

### Full-time Equivalents - Changes

There is an increase of 14.0, 1.0 and 1.0 FTEs in 2016 to 2018 respectively for Public Engagement and Education, Enhanced Concept Planning and Community Traffic Management.

# Branch — Transportation Planning

## Approved 2016-2018 Budget – Program Summary

### Program Name - Policy Implementation and Evaluation

#### Results to be Achieved

The Policy Implementation and Evaluation group leads the coordination of the City transportation policy including, The Way We Move, the City's Transportation Master Plan as well as supports the implementation of the Way We Grow, Green, Live, Prosper and Finance. The team also provides the data and evaluation tools to support evidence based decision making by Administration and Council. This is done by maintaining travel behaviour models that predict how the transportation system will work given a set of parameters (number of travel lanes, land use, population, LRT alignment, etc.) and by collaborating with regional partners and the Province of Alberta on long range transportation forecasting. Data collected by this group is used to inform the ongoing work of Transportation Planning, Transportation Operations and Edmonton Transit. The budget for this program includes both the Branch Administration and Office of General Manager.

#### Cost Drivers

- Number and complexity of data collection requests for LRT, transit, bikes, walking, auto and goods movement
- Number and complexity of model inquiries to understand travel behaviour
- Model update requirements to ensure tools are relevant
- Increasing need for innovative engagement tools for strategy development
- Collaboration and coordination of projects across the City
- Increase in the number of corporate strategic initiatives/ transformative projects
- Increase in project management rigor for strategic planning

#### Policy and/or Legislation

- The Way Ahead / The Way We Move / The We We Grow / The Way We Live / The Way We Green
- Sidewalk Strategy, Walkability Strategy, Bicycle Transportation Plan and Goods Movement Strategy
- Active Transportation Policy C544
- Complete Streets Policy C573

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$41	\$22	\$11	\$11	\$11	\$11
Expenditure & Transfers	12,632	12,503	13,009	6,322	5,707	5,796
Subtotal	12,591	12,481	12,998	6,311	5,696	5,785
Intra-municipal Recoveries	(708)	(1,040)	(976)	(250)	(250)	(250)
Net Operating Requirement	\$11,883	\$11,441	\$12,022	\$6,061	\$5,446	\$5,535
Full - Time Equivalents	72.0	72.0	76.0	39.0	39.0	39.0

#### 2015 Services

- Data collection for LRT, transit, bikes, walking, auto and goods movement
- Travel modelling requests
- Travel model updates
- Household Travel Survey
- Complete Streets Guideline update including identification of Main Streets
- Transit Strategy development
- The Way Ahead Implementation Plan and progress measures
- Support for other Ways Plans such as Nodes and Corridors and The Energy Transition Plan

#### Changes in Services for 2016 - 2018

- Enhance model tools to better respond to transit and Community Traffic Management (CTMP) inquiries
- Continue integration of land use and transportation with the development of main streets and the Nodes and Corridors program



# Branch — Transportation Planning

## Approved 2016-2018 Budget – Program Summary

### Program Name - Sustainable Transportation

#### Results to be Achieved

Sustainable Transportation supports transportation options such as walking and cycling, including developing concept plans for active transportation infrastructure in support of the City's Sidewalk Strategy and Bicycle Transportation Plan. Land development applications are reviewed in the Central Area of the City, to ensure that the requirements for transportation are met and taking into consideration safety and operational issues for all modes of travel. Sustainable Transportation collaborates with Sustainable Development to ensure the integration of land use and transportation is supported in community revitalization projects, area redevelopment planning, transit-oriented development initiatives and parks planning. Working with community partners, Community Traffic Management initiatives are implemented to address neighbourhood shortcutting and speeding. Sustainable Transportation also maintains and implements the City's Urban Traffic Noise Policy.

#### Cost Drivers

- Increasing need for public engagement, including the use of innovative engagement tools
- Increasing complexity associated with higher quality active transportation infrastructure
- Increasing number of corporate strategic initiatives, transformative projects and projects led by other departments / branches that require collaboration and coordination
- Increasing demands for community traffic management to address neighbourhood shortcutting issues
- Changes in the number and/or complexity of land development circulations in the Central Area

#### Policy and/or Legislation

- The Way Ahead / The Way We Move / The We We Grow / The Way We Live / The Way We Green
- Sidewalk Strategy, Walkability Strategy, Bicycle Transportation Plan and Goods Movement Strategy
- Active Transportation Policy C544
- Complete Streets Policy C573
- Urban Traffic Noise Policy C506A

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	\$829	\$846	\$866
Expenditure & Transfers	-	-	-	3,585	3,626	3,672
Subtotal	-	-	-	2,756	2,780	2,806
Intra-municipal Recoveries	-	-	-	(390)	(397)	(410)
Net Operating Requirement	-	-	-	\$2,366	\$2,383	\$2,396
Full - Time Equivalents	-	-	-	21.0	21.0	21.0

#### 2015 Services

- Concept plans for active transportation, including sidewalks, shared-use paths, transit accessibility and curb ramps
- Concept plans for major bike routes
- Update of the Bicycle Transportation Plan
- Development of a Policy for Community Traffic Management
- Delivery of initiatives to address traffic shortcutting (currently 26 neighbourhoods pending)
- Review, input and approval of the transportation and servicing components of Area Redevelopment Plans, Transit Oriented Development Plans, Zoning amendments, Subdivision applications, Development Permits and Road Closures in the Central Area

#### Changes in Services for 2016 - 2018

- Implementation of a sustainable program for community traffic management, with a range of processes and tools to address varying levels of complexity
- Implementation of an ongoing program of monitoring the operational and safety performance of the City's growing network of cycling infrastructure



# Branch — Transportation Planning

## Approved 2016-2018 Budget – Program Summary

### Program Name - Development Planning and Engineering

#### Results to be Achieved

Development Planning and Engineering reviews and approves transportation components of land use plans and engineering designs for new growth areas and re-developments in areas of existing infrastructure. This group carries out inspection and acceptance of all roadway construction completed in support of private development. Service level targets are to provide responses to land use and development applications and review of first submission engineering drawings within 4 weeks.

#### Cost Drivers

- Changes in the numbers or complexity of land development circulations, engineering drawings and developer related construction project as well as associated public consultation
- Industry requirement needs

#### Policy and/or Legislation

- The Way Ahead / The Way We Move / The Way We Grow / The Way We Live / The Way We Green
- Sidewalk Strategy, Walkability Strategy, Bicycle Transportation Plan and Industrial Land Strategy
- Active Transportation Policy C544
- Complete Streets Policy C573
- Urban Traffic Noise Policy C506A

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$970	\$114	\$58	\$59	\$59	\$60
Expenditure & Transfers	5,269	5,864	5,878	6,258	6,411	6,557
Subtotal	4,299	5,750	5,820	6,199	6,352	6,497
Intra-municipal Recoveries	(2,453)	(3,556)	(3,438)	(3,510)	(2,887)	(2,975)
Net Operating Requirement	\$1,846	\$2,194	\$2,382	\$2,689	\$3,465	\$3,522
Full - Time Equivalents	42.6	46.6	47.6	47.6	47.6	47.6

#### 2015 Services

- Review, input and approve transportation and servicing components of Area and Neighbourhood Structure Plans, Zoning amendments, Subdivision applications, Development Permits and Road Closures
- Review engineering drawings including subdivision and arterial roadway drawings as submitted by developers
- Inspect developer constructed transportation infrastructure and issuance of Construction Completion Certificates and Final Acceptance Certificates for developments, in compliance with City standards

#### Changes in Services for 2016 - 2018

- Maintain effective and appropriate levels of service delivery, in response to changing market demands

# Branch — Transportation Planning

## Approved 2016-2018 Budget – Program Summary

### Program Name - Facility and Capital Planning

#### Results to be Achieved

Facility and Capital Planning develops and coordinates concept plans and initial designs for roadway widening, new roadway links, freeways, LRT and transit improvements within the City. By planning transportation facilities and then coordinating the portfolio of capital projects that will be brought forward for funding, this section is a key link in supporting the growth of the City of Edmonton. Concept Planning mitigates risk and long range liability by protecting the stewardship for growth and operation of our transportation network. Facility and Capital Planning also acts as an advisor, reviewer and approval body for the Development Industry in growth areas. Assessment of current operations of the transportation system, integration of forecasting models and operating budget constraints determine the priority and number of concept plans completed. Concept Planning is completed through the combination of both internal and external resources. The Facility and Capital planning group strives to maintain a high level of public engagement with all complete concept plans working towards adhering to Project Management best practices.

#### Cost Drivers

- Increasing need for public engagement, including the use of innovative engagement tools
- Increasing complexity associated with multi-modal transportation facilities and infrastructure
- Increasing number of corporate strategic initiatives, transformative projects and projects led by other departments / branches that require collaboration and coordination
- Increasing need for developing unique funding applications
- Implementing and coordinating Transportation and City-wide infrastructure planning and design within communities and on arterial roadways
- Implementing Complete Streets elements into ongoing Design and Construction projects

#### Policy and/or Legislation

- The Way Ahead / The Way We Move / The Way We Grow / The Way We Live / The Way We Green
- Sidewalk Strategy, Walkability Strategy, Bicycle Transportation Plan and Goods Movement Strategy
- Active Transportation Policy C544
- Complete Streets Policy C573

#### Resources

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
(\$000)						
Revenue & Transfers	-	-	-	-	-	-
Expenditure & Transfers	-	-	-	3,182	3,250	3,308
Subtotal	-	-	-	3,182	3,250	3,308
Intra-municipal Recoveries	-	-	-	(1,224)	(1,245)	(1,273)
Net Operating Requirement	-	-	-	\$1,958	\$2,005	\$2,035
Full - Time Equivalents	-	-	-	22.0	22.0	22.0

#### 2015 Services

- Concept planning for arterial renewal and reconstruction program
- Concept planning for collector roadways as part of the Neighbourhood Renewal Program
- Concept planning for arterial streetscape projects
- Concept planning for LRT
- Working with regional partners to complete functional plans for the Heavy Haul Connector Roadway
- Annexation support
- Utility line assignment review
- Coordination with regional municipalities

#### Changes in Services for 2016 - 2018

- Large complex concept plans for Yellowhead Trail, 75 Street, future LRT corridors

# Branch — Transportation Planning

## Approved 2016-2018 Budget – Program Summary

### Program Name - Public Engagement

#### Results to be Achieved

This section manages public engagement, social marketing, public education and web initiatives for all Transportation projects and programs. It plays a key role in the development and coordination of all public involvement aspects of transportation projects, bringing greater community voice to projects that enable mode shift by proactively engaging stakeholders in the development of stronger designs. Social marketing and public education programs provide citizens with the tools they need to start walking, biking, ridesharing and/or using transit, which will help reduce the number of single occupant vehicles on the roads over time. The area also develops, maintains and enhances the department's web presence to ensure timely information is provided to citizens.

#### Cost Drivers

- Marked increase in demand for public access and influence on government decisions
- New public engagement approaches
- Making participation easier and more meaningful (remove barriers)

#### Policy and/or Legislation

- The Way Ahead / The Way We Move / The Way We Grow / The Way We Green / The Way We Live
- Sidewalk Strategy, Walkability Strategy and Bicycle Transportation Plan
- Complete Streets Policy C573
- Active Transportation Policy C544
- Public Involvement Policy C513

#### Resources

	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	-	-	-	\$455	\$572	\$907
Expenditure & Transfers	-	-	-	1,522	1,651	2,004
Subtotal	-	-	-	1,067	1,079	1,097
Intra-municipal Recoveries	-	-	-	(85)	(88)	(91)
Net Operating Requirement	-	-	-	\$982	\$991	\$1,006
Full - Time Equivalents	-	-	-	8.0	9.0	10.0

#### 2015 Services

- Planning and implementation support for public engagement projects
- Social marketing initiatives to encourage mode shift
- Support developing and maintaining online content for Transportation Services
- Corporate Commuter Options pilot program (SmartTrip)

#### Changes in Services for 2016 - 2018

- Enhance public engagement consultation and delivery; activities and processes
- Enhance social marketing initiatives
- Implement Corporate Commuter Options program (SmartTrip) broadly with corporate partners
- Develop and establish a School Age Mode Shift strategy

# Branch — Transportation Planning

**Program - Transportation Planning**  
**Title - Community Traffic Management**

**New or Enhanced Service**  
**Funded**  
**Ongoing**

## Results to be Achieved

Funding will enable traffic management planning to be undertaken in four communities per year to address shortcutting traffic. This would be an ongoing program, recognizing typical community traffic management plans take two years from inception to permanent implementation. Positive outcomes would support the goals of The Way We Move and The Way We Live, as well as the objectives of the City's Active Transportation and Complete Streets Policies.

## Description

Community traffic management employs mainly physical measures to address neighbourhood shortcutting, which is often associated with safety concerns as a result of excessive traffic volumes and speeds. The process to develop a community traffic management plan is community-driven and collaborative and focuses on extensive public engagement in all aspects of plan development, trial implementation and ultimately the implementation of permanent measures. It is noted that additional resourcing in the form of Capital funding for the permanent implementation will also be required.

There will be 5.0 FTEs added in 2016.

The service package may be funded as part of the Joint Road Traffic Strategy Implementation Plan and through the Traffic Safety and Automated Enforcement Reserve. Zero tax levy impact.

## Justification

More than 18 neighbourhoods have expressed concerns about shortcutting traffic and an interest to participate in a traffic management planning process. Transportation Services currently has no resources to allocate to an ongoing program to address community traffic concerns related to shortcutting; dedicated resource allocation for community traffic management (both Operating and Capital) were eliminated in previous budget deliberations. Traffic shortcutting is currently the subject of an audit being carried out by the City Auditor, with recommendations anticipated to come to Audit Committee in June 2015. No other programs are currently available to provide this service to Edmonton neighbourhoods. Without this program, traffic management plans will not be developed or implemented, and Administration will not be able to effectively address residents' concerns regarding shortcutting traffic in their neighbourhoods.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$829	829	-	5.0	\$17	17	-	-	\$20	20	-	-
<b>Total</b>	<b>\$829</b>	<b>829</b>	<b>-</b>	<b>5.0</b>	<b>\$17</b>	<b>17</b>	<b>-</b>	<b>-</b>	<b>\$20</b>	<b>20</b>	<b>-</b>	<b>-</b>

# Branch — Transportation Planning

**Program - Transportation Planning**  
**Title - Enhanced Concept Planning**

**New or Enhanced Service**  
**Funded**  
**Ongoing**

## Results to be Achieved

As a result of the Strategic and Operational Review completed within Transportation Services, Transportation Planning is required to complete concept plans for future arterial reconstruction projects and collector reconstruction projects to ensure that public engagement has been completed and that a Complete Streets approach has been included. In addition for selected Arterial Renewal projects, Transportation Planning will also be completing concept planning. It is anticipated that one arterial reconstruction project, three collector reconstruction projects and two to three renewal projects will require concept planning each year.

## Description

The Arterial Renewal Program and the Neighborhood Renewal Program are on-going programs that maintain our roadways to ensure optimum life cycle costs are achieved for these important infrastructure components. The inclusion of bicycle network and sidewalks and shared use path connections, possible changes around schools and possible traffic management improvements are becoming highly important for communities. With the direction from Council for better public engagement and the department identified need for the development of concept level options for feedback from the public, Transportation Planning needs to become involved in these programs. As a new service for Transportation Planning to provide, we need to add the appropriate staff to support the program on an ongoing basis. This service package is Council Initiative related. The service package may be funded by Capital funding. Zero Tax Levy Impact. A total of 7.0 FTEs will be added in 2016.

## Justification

In the past, arterial and collector renewal and reconstruction projects were completed on a like for like basis with very little enhancement provided and with limited input from the public, which has resulted in some negative feedback about the process. It has been identified that the City needs to begin engaging neighborhoods much sooner, to ensure that issues and concerns are identified and considered prior to design. Recent projects such as the 99 Street and 112 Avenue, along with the Complete Streets Guidelines, have highlighted the need for a new proactive complete approach to these programs. Adding in a concept planning component to the front-end of these programs will allow for public engagement and implementation of the Complete Streets approach for the design of the roadway corridors. If this package is not funded, the technical work will not be completed, the public will not provide input into the elements of the roadway design and implementing the Complete Streets approach will be more difficult.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	7.0	-	-	-	-	-	-	-	-
<b>Total</b>	-	-	-	7.0	-	-	-	-	-	-	-	-

## Introduction

Edmonton Economic Development Corporation (EEDC) was established in 1993 by the City of Edmonton as an independent, not-for-profit corporate entity. EEDC, in coordination with the City of Edmonton and *The Way We Prosper*, is responsible for providing leadership to the economic growth strategy for the Edmonton Metropolitan Region, and focuses its activities in pursuit of the following outcomes:

- Accelerated inflow of new business, investment, visitors and residents;
- Confident, authentic image/brand that is well marketed in target jurisdictions;
- Competitive business environment that facilitates entrepreneurialism, innovation and business expansion;
- Resilient and diversified industry growth and employment opportunities; and
- Informed, networked and engaged business and stakeholder community.

Through the efforts of the divisions, EEDC works alongside industry and stakeholders to ensure the Edmonton Metropolitan Region consistently outperforms every major economic jurisdiction in North America over the next 20 years. Tremendous progress has been made, and success requires continuous bold action. If done properly, the rewards are filled with abundant prosperity, higher standards of living and unstoppable civic pride.

### EEDC Purpose

*To cultivate the energy, innovation and investment needed to build a prosperous and resilient Edmonton economy.*

### EEDC Values

- **Public Stewardship:** We have been given a tremendous responsibility – to be stewards of public trust as well as the architect of bold ideas.
- **Selfless Approach:** Everything we do is done in collaboration – with others on our teams, across our divisions and with our stakeholders – and when we win, we win together.
- **Lead the Way:** We step up. Start something. Change something. Connect and support others who are willing to take a risk — on our teams, in our city.
- **Make an Impact:** When every action, big or small, can make an impact, every action contributes to building a city that matters.

With the current economic environment and anticipated low-growth in the coming years, it is even more important to have an organization that is committed to the long-term interest of the Edmonton economy. EEDC has a proven ability to deliver results and has previously been entrusted with providing stewardship for Make Something Edmonton and Startup Edmonton. EEDC, working closely with its stakeholders, is well-positioned to ensure that the Edmonton region will endure and rise above the current challenges of being highly dependent on one industry sector.

In support of these efforts, EEDC has prepared a core budget request of approximately \$17 million.

## AREAS OF BUSINESS

Enterprise Edmonton (including Startup Edmonton and Edmonton Research Park)	Edmonton Tourism	Shaw Conference Centre	Make Something Edmonton (MSE) / Image & Reputation
Works with companies/industries (at various stages) to support initiatives that drive market diversification, access to growth capital, technology adoption and risk-taking. Additionally, manages the physical assets of the Edmonton Research Park.	In partnership with Industry Stakeholders, works to grow tourism revenues, increase visitation and create exceptional experiences for visitors.	A leading convention centre in Canada, providing quality and service excellence while delivering economic and social benefit to the community.	Builds the city's image and reputation – MSE is a platform, a facilitator and an amplifier.

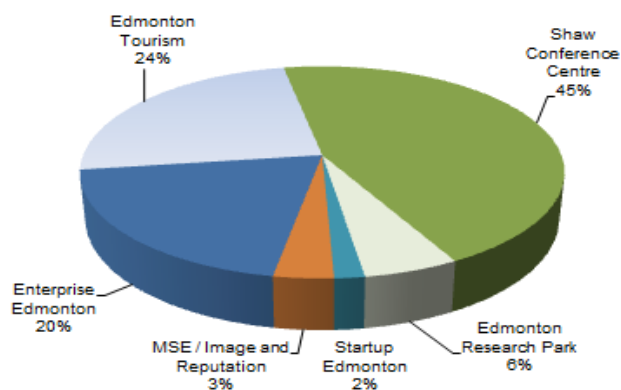


# Department — Edmonton Economic Development Corp.

## Approved 2016-2018 Budget – Department Summary by Branch

\$000	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Enterprise Edmonton	1,005	1,280	740	2,090	1,915	1,090
Edmonton Tourism	1,993	3,077	5,000	6,255	6,270	6,348
Shaw Conference Centre	15,570	19,680	19,500	19,000	19,380	19,770
Edmonton Research Park	2,728	2,532	2,525	2,563	2,601	2,640
Startup Edmonton	-	530	500	510	520	530
Image and Reputation	-	23	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>21,296</b>	<b>27,122</b>	<b>28,265</b>	<b>30,418</b>	<b>30,686</b>	<b>30,378</b>
<b>Expenditure &amp; Transfers</b>						
Enterprise Edmonton	7,390	8,179	8,263	9,820	9,867	9,392
Edmonton Tourism	6,461	7,773	10,039	11,457	11,666	12,006
Shaw Conference Centre	17,777	21,797	21,554	21,260	21,950	22,289
Edmonton Research Park	3,426	3,568	2,980	2,630	2,674	2,686
Startup Edmonton	-	881	810	821	839	859
Image and Reputation	-	1,536	1,548	1,611	1,646	1,742
Subtotal	35,054	43,733	45,194	47,599	48,642	48,974
Transfer to / (from) Reserve	392	(329)	604	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>35,446</b>	<b>43,405</b>	<b>45,798</b>	<b>47,599</b>	<b>48,642</b>	<b>48,974</b>
<b>Net Operating Requirement</b>	<b>\$ 14,150</b>	<b>\$ 16,283</b>	<b>\$ 17,533</b>	<b>\$ 17,181</b>	<b>\$ 17,956</b>	<b>18,596</b>

**Expenditures by Branch 2016-2018**





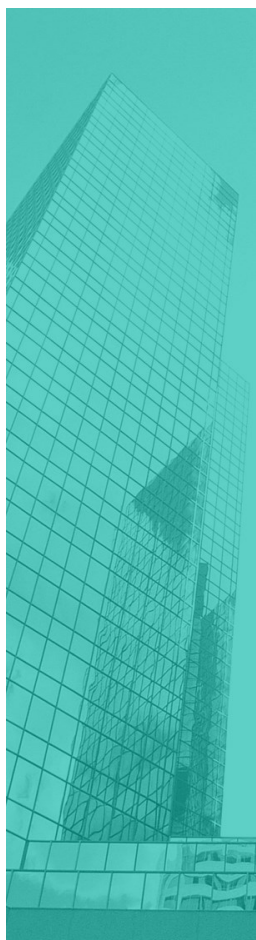
# Department — Edmonton Economic Development Corp.

## Approved 2016-2018 Budget – Department Summary by Category

\$000	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Convention Centre Revenue	\$ 15,570	\$ 19,680	\$ 19,500	\$ 19,000	\$ 19,380	\$ 19,770
ERP Rental Revenue	2,728	2,532	2,525	2,563	2,601	2,640
Other Revenue	2,998	4,910	6,240	8,855	8,705	7,968
<b>Total Revenue &amp; Transfers</b>	<u>21,296</u>	<u>27,122</u>	<u>28,265</u>	<u>30,418</u>	<u>30,686</u>	<u>30,378</u>
<b>Expenditure &amp; Transfers</b>						
Personnel and Related	17,529	21,762	22,369	22,351	23,150	23,838
Operating Expenses	14,070	18,028	18,946	21,752	21,968	21,583
Repair & Maintenance	1,264	1,652	1,623	1,340	1,368	1,397
Utilities	2,037	2,025	2,006	1,906	1,906	1,906
Property & Equipment	154	267	250	250	250	250
Subtotal	35,054	43,734	45,194	47,599	48,642	48,974
Transfer to / (from) Reserves	392	(329)	604	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<u>35,446</u>	<u>43,405</u>	<u>45,798</u>	<u>47,599</u>	<u>48,642</u>	<u>48,974</u>
<b>Net Operating Requirement</b>	<b>\$ 14,150</b>	<b>\$ 16,283</b>	<b>\$ 17,533</b>	<b>\$ 17,181</b>	<b>\$ 17,956</b>	<b>\$ 18,596</b>
<b>FTEs</b>	262.0	295.0	299.0	314.0	326.0	326.0

---

Page intentionally left blank



## Introduction

Enterprise Edmonton works directly and collaborates with companies, stakeholders and partners within and outside of Edmonton to strengthen and diversify Edmonton's economy with the intent to differentiate itself as a preferred resource for regional economic development by demonstrating excellence in achieving valued results; through expertise, capacity, capability and proven methodologies.

The Division consists of five teams, operating interdependently, to proactively pursue growth opportunities. The **Innovation team** brings value by focusing on enhancing the economic potential of the downtown core. The **Industry team**, with an emphasis on Port Alberta, focuses on generating value for businesses that thrive on competitive access to suppliers and customers. Supporting these teams are the **Trade & Investment, Marketing and Market Intelligence teams** who have the talent, networks, expertise and programs to aid in connecting markets, promoting opportunities, and increasing the depth, breadth and use of business information to guide activities. In collaboration with public and private sector partners, Enterprise Edmonton generates results that accelerate the growth and diversity of the economy in the Edmonton region. Additionally, Enterprise Edmonton's scope includes two components that offer unique value for growth:

- Startup Edmonton is the heart of Edmonton's entrepreneurial ecosystem; as an entrepreneurial campus and co-workspace for hackers, artists and entrepreneurs to make, build and get feedback as ideas take shape. The role of Startup serves the ecosystem at the earliest stages, nurturing ideas to action and gaining traction for growth. This entrepreneurial spirit embodies the behaviours and activities that Enterprise Edmonton infuses into existing business growth and competitiveness.
- The Edmonton Research Park is a campus for companies with new ideas. It offers a variety of facilities and services that accommodate multiple stages of company growth, from start-ups to scale-ups to established organizations' research and development activity. The Advanced Technology Center hosts Enterprise Edmonton's focus on business incubation programming as part of the innovation and entrepreneurship growth initiatives.

## Objective

### *Strengthen and diversify the Edmonton Region economy.*

Long-term Goals	2016 Priority Initiatives
<ol style="list-style-type: none"> <li>1. Increase the economic impact and business diversity in the Edmonton region.</li> <li>2. Enhance and expand the brand identity of the Edmonton region.</li> <li>3. Strengthen competitiveness through talent attraction, development and retention.</li> </ol>	<ul style="list-style-type: none"> <li>• Enhance Export Readiness Program — maximize utilization of existing and new trade channels.</li> <li>• Implement Investment Attraction Program — target business investment / diversification opportunities; leverage free trade zone (FTZ) and regional assets.</li> <li>• Increase collaborative partnerships — build trust and confidence as well as create shared value for regionally operating businesses and partners.</li> <li>• Adoption of the Regional Brand identity and content methodology — improve external perception of the region with unified messaging.</li> <li>• Creative Spaces Activation — seeding a pipeline of City-building tenants for Edmonton's downtown core.</li> </ul>

## Approved 2016-2018 Budget – Branch Summary by Category

\$000	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Other Revenue	1,005	1,280	740	2,090	1,915	1,090
<b>Total Revenue &amp; Transfers</b>	<u>1,005</u>	<u>1,280</u>	<u>740</u>	<u>2,090</u>	<u>1,915</u>	<u>1,090</u>
<b>Expenditure &amp; Transfers</b>						
Personnel and Related	3,739	4,023	3,977	4,100	4,283	4,536
Operating Expenses	2,651	3,156	2,786	4,220	4,084	3,356
TEC Edmonton	1,000	1,000	1,500	1,500	1,500	1,500
<b>Total Expenditure &amp; Transfers</b>	<u>7,390</u>	<u>8,179</u>	<u>8,263</u>	<u>9,820</u>	<u>9,867</u>	<u>9,392</u>
<b>Net Operating Requirement</b>	<b>\$ 6,385</b>	<b>\$ 6,899</b>	<b>\$ 7,523</b>	<b>\$ 7,730</b>	<b>\$ 7,952</b>	<b>\$ 8,302</b>
<b>Full-time Equivalents</b>	36.0	39.0	39.0	42.0	42.0	42.0

### Budget Changes—For 2016-2018:

#### Revenue & Transfers - Changes

##### Other Revenue

The increase over the 3 years reflects the expected increase from industry partner funding.

#### Expenditures & Transfers - Changes

##### Personnel and Related

In 2016, the increase is due to additional FTEs required to support the division. In 2017 and 2018, the increase is for cost of living adjustments.

##### Operating Expenses

In 2016, majority of the increase in operating expenses is related to growth in external funding to support key programs in targeted areas, in addition to minor change in costs for staff training and development.

In 2017-2018, continue growth related to external funding to support key programs in targeted areas.

#### Full-time Equivalents - Changes

FTE budget increases in 2016 for 3 required to support the division.

## Startup Edmonton (part of Enterprise Edmonton)

### Approved 2016-2018 Budget – Program Summary by Category

\$000	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Other Revenue	-	530	500	510	520	530
<b>Total Revenue &amp; Transfers</b>	-	530	500	510	520	530
<b>Expenditure &amp; Transfers</b>						
Personnel and Related	\$ -	\$ 280	\$ 278	\$ 208	\$ 214	\$ 220
Operating Expenses	-	601	532	613	625	639
<b>Total Expenditure &amp; Transfers</b>	-	881	810	821	839	859
<b>Net Operating Requirement</b>	<b>\$ -</b>	<b>\$ 351</b>	<b>\$ 310</b>	<b>\$ 311</b>	<b>\$ 319</b>	<b>\$ 329</b>
<b>Full-time Equivalents</b>	-	4.0	3.0	3.0	3.0	3.0

### Budget Changes—For 2016-2018:

#### Revenue & Transfers - Changes

##### Other Revenue

The increase over the three years is generated by membership fees, sponsorship and funding from other sources.

#### Expenditures & Transfers - Changes

##### Personnel and Related

In 2016, the cost savings are primarily due to efficiency and streamlining processes. In 2017 and 2018, increases are due to cost of living adjustments.

##### Operating Expenses

The increase of operating expenses is due to an increase in support for key programs.

#### Full-time Equivalents - Changes

No change.

## Edmonton Research Park (part of Enterprise Edmonton)

### Approved 2016-2018 Budget—Program Summary by Category

\$000	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Rental Revenue	2,728	2,532	2,525	2,563	2,601	2,640
<b>Total Revenue &amp; Transfers</b>	<b>2,728</b>	<b>2,532</b>	<b>2,525</b>	<b>2,563</b>	<b>2,601</b>	<b>2,640</b>
<b>Expenditure &amp; Transfers</b>						
Personnel and Related	552	520	542	428	470	479
Operating Expenses	1,609	1,750	883	930	932	935
Repair & Maintenance	350	385	685	402	402	402
Utilities	915	913	870	870	870	870
Transfer to Capital Reserve	392	(329)	604	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>3,818</b>	<b>3,239</b>	<b>3,584</b>	<b>2,630</b>	<b>2,674</b>	<b>2,686</b>
<b>Net Operating Requirement</b>	<b>\$ 1,090</b>	<b>\$ 707</b>	<b>\$ 1,059</b>	<b>\$ 67</b>	<b>\$ 73</b>	<b>\$ 46</b>
<b>Full-time Equivalents</b>	<b>6.0</b>	<b>6.0</b>	<b>6.0</b>	<b>5.0</b>	<b>5.0</b>	<b>5.0</b>

### Budget Changes—For 2016-2018

#### Revenue & Transfers - Changes

##### Rental Revenue

Stable growth over the three-year period, no material changes.

#### Expenditures & Transfers - Changes

##### Personnel and Related

Decrease in 2016 personnel cost is due to efficiency and an FTE reduction. Increase in 2017 and 2018 is for cost of living adjustments

##### Non-personnel Inflation

##### Operating Expenses

Related to increase in revenue volume, higher occupancy.

##### Repair and Maintenance

The decrease is due to starting in 2016, capital maintenance and repairs items are accounted for in Capital

##### Utilities

No change

##### Transfer to Capital Reserves

Starting in 2016, capital maintenance and repairs items are accounted for in Capital Budget.

#### Full-time Equivalents - Changes

Streamlined processes resulting in one less FTE required.

## Introduction

Edmonton's hotels, attractions and businesses that depend on tourism for their success are looking for solutions to drive more visits, longer stays and increased tourism spending. Edmonton Tourism is a destination marketing organization (DMO), and they are the marketing voice for Edmonton's visitor experience, regionally, nationally and internationally. Edmonton Tourism, together with their key stakeholders, deliver exceptional experiences for the visitor – encouraging travellers to stay longer, spend more and share their experience with others.

**Vision: Edmonton Tourism is the trusted expert and resource for marketing Edmonton's visitor experiences.**

**Mission: We work with our Stakeholders to grow tourism revenues and increase visitation.**

Three pillars of excellence have been identified for Edmonton Tourism: Stakeholder Relationships, Marketing Excellence and Influencing the Destination Experience. Edmonton Tourism must excel in these areas to accomplish the overall objective of sustainable year-round visitation.

Edmonton Tourism's priority work will focus on two distinct but interdependent areas: developing quality in-destination programs and services for both the Stakeholder and the visitor, while excelling at effective out-of-destination marketing, which is becoming increasingly digitized. To excel in these areas, Edmonton Tourism will build a unified and consistent approach to telling the Edmonton story through the visitors' lens, in addition to building exceptional local and global industry partnerships.

Edmonton Tourism works in partnership with the City and Edmonton Destination Marketing Hotels (EDMH) to attract major events and local, national and international customers that can generate economic activity and build our image on a global scale. Sales / lead-generation and marketing activities focus on three distinct target markets:

- Meeting & Business Travel
- Leisure Travel
- Event Attraction

The visitor experience team within Edmonton Tourism focuses on supporting industry partners with training, tools, facilitation and business generation (including operation of the Visitor Information Centres).

## Objective



Long-term Goals	2016 Priority Initiatives
<ol style="list-style-type: none"> <li>52 Week Calendar — drive sustainable year-round visitation (e.g. leveraging On the Books, growing product development)</li> <li>Influencing Destination Experience — build on quality experiences and the spirit of Edmontonians, showing the world what sets us apart as a travel destination through destination activation, ambassador programs, and much more.</li> <li>Drive Marketing Alignment — ensure alignment with internal and external stakeholders on marketing decisions as it drives demand for Edmonton experiences and supports stakeholders' business performance.</li> <li>Expand Indirect Marketing Capacity — integrate and enhance processes to build marketing capacity in the business-to-business environment.</li> <li>Organizational Capacity — develop people and resources, including knowledge, tools and technology, which will enable Edmonton Tourism to improve processes within their core work.</li> </ol>	<ul style="list-style-type: none"> <li>52 Week Calendar — automate the calendar and expand to a five-year outlook for festivals/events, Meetings, Incentives, Conventions &amp; Events (MICE) bookings, as well as Edmonton Event bookings.</li> <li>Regional tourism pilot — work with surrounding regions on tourism initiatives.</li> <li>Tourism realignment — optimize capacity to handle tourism growth with a focus on becoming a marketing management organization.</li> <li>Expand joint marketing among EEDC divisions — develop pilot parallel campaigns, joint advocacy with product development opportunities.</li> </ul>



## Approved 2016-2018 Budget – Branch Summary by Category

\$000	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Other Revenue	1,993	3,077	5,000	6,255	6,270	6,348
<b>Total Revenue &amp; Transfers</b>	<b>1,993</b>	<b>3,077</b>	<b>5,000</b>	<b>6,255</b>	<b>6,270</b>	<b>6,348</b>
<b>Expenditure &amp; Transfers</b>						
Personnel and Related	\$ 2,751	\$ 3,522	\$ 3,708	\$ 3,665	\$ 3,756	\$ 3,957
Operating Expenses	3,710	4,251	6,331	7,792	7,910	8,049
<b>Total Expenditure &amp; Transfers</b>	<b>6,461</b>	<b>7,773</b>	<b>10,039</b>	<b>11,457</b>	<b>11,666</b>	<b>12,006</b>
<b>Net Operating Requirement</b>	<b>\$ 4,468</b>	<b>\$ 4,696</b>	<b>\$ 5,039</b>	<b>\$ 5,202</b>	<b>\$ 5,396</b>	<b>\$ 5,658</b>
<b>Full-time Equivalents</b>	<b>33.0</b>	<b>34.0</b>	<b>39.0</b>	<b>40.0</b>	<b>40.0</b>	<b>40.0</b>

### Budget Changes—For 2016-2018

#### Revenue & Transfers - Changes

##### Other Revenue

Higher revenues anticipated from Edmonton Destination Marketing Hotels and other industry partners to support expansion of marketing activities that will increase visitation to Edmonton.

#### Expenditures & Transfers - Changes

##### Personnel and Related

The increase is a result of additional FTEs required to support operations, cost of living adjustment, and revised mix of personnel.

##### Operating Expenses

In 2016, \$1,461k increase in operating expenses, including promotion, sponsorship and advertising, is related to growth in external funding to support key programs in targeted areas. The remaining increase is due to Administrative cost

In 2017-2018, same as listed above regarding key programs in targeted areas and administrative cost

#### Full-time Equivalents - Changes

FTE budget increase in 2016 is to hire one support position.

## Introduction

The Shaw Conference Centre (SCC) is Edmonton's convention centre, a historic meeting place where people gather to learn, innovate, trade, and celebrate. The SCC facility is owned by the City of Edmonton and is operated by EEDC to provide economic and social benefits for the community. The convention centre was built in 1983, upgraded in the 1990s and expanded in 1998 (Riverview Room) and again in 2006 with the addition of Hall D. SCC offers 150,000 sq. ft. of rentable space, is home to about 700 events each year hosting half a million guests. SCC's primary business is focused on attracting national conventions to generate hotel room bookings and as such works closely with Edmonton Tourism and the downtown hotels. Other revenue consists of local events (meetings, galas, weddings) and the growing category of sports and music events. Overall, SCC's target is to generate economic impact across the province leveraging its reputation for award-winning culinary and service excellence, as well as its commitment to sustainability and the local community.

SCC continues to focus on growing its community value proposition through 1) increasing its economic impact by attracting convention business, 2) responsible and efficient operation of the building, and 3) evolving as a local hub for business, culture and community.

SCC has been working with other public assembly facilities, both new and existing (e.g. Northlands), to identify opportunities for collaboration and efficiencies. Longer-term possibilities, including a unified sales and marketing function that links Edmonton Tourism sales leads, are also being explored.

## Objective

***Maximize the economic impact potential of Edmonton's convention centre by delivering quality and service excellence.***

Long-term Goals	2016 Priority Initiatives
<ol style="list-style-type: none"> <li>1. Leverage EEDC brand and operations.</li> <li>2. Increase economic impact.</li> <li>3. Deliver value to the local community.</li> <li>4. Increase operational efficiencies.</li> <li>5. Improve guest experience.</li> <li>6. Infrastructure renewal.</li> </ol>	<ul style="list-style-type: none"> <li>• Align Edmonton Meetings &amp; Convention marketing to increase sales/ hotel bookings.</li> <li>• Implement community engagement strategy.</li> <li>• Implement casual labour management plan.</li> <li>• Enhance guest welcome services including wayfinding information.</li> <li>• Upgrade / maintain building — escalator modernization, flood mitigation project, atrium roof replacement.</li> </ul>



## Approved 2016-2018 Budget – Branch Summary by Category

\$000	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Conference Centre Revenue	15,570	19,680	19,500	19,000	19,380	19,770
<b>Total Revenue &amp; Transfers</b>	<b>15,570</b>	<b>19,680</b>	<b>19,500</b>	<b>19,000</b>	<b>19,380</b>	<b>19,770</b>
<b>Expenditure &amp; Transfers</b>						
Personnel and Related	10,487	13,138	13,580	13,383	13,843	14,045
Operating Expenses	5,100	6,014	5,650	5,653	5,855	5,963
Repair & Maintenance	914	1,267	938	938	966	995
Utilities	1,122	1,111	1,136	1,036	1,036	1,036
Property & Equipment	154	267	250	250	250	250
<b>Total Expenditure &amp; Transfers</b>	<b>17,777</b>	<b>21,797</b>	<b>21,554</b>	<b>21,260</b>	<b>21,950</b>	<b>22,289</b>
<b>Net Operating Requirement</b>	<b>\$ 2,207</b>	<b>\$ 2,117</b>	<b>\$ 2,054</b>	<b>\$ 2,260</b>	<b>\$ 2,570</b>	<b>\$ 2,519</b>
<b>Full-time Equivalents</b>	<b>187.0</b>	<b>209.0</b>	<b>209.0</b>	<b>218.0</b>	<b>230.0</b>	<b>230.0</b>

## Budget Changes—For 2016-2018

### Revenue & Transfers - Changes

#### Conference Centre Revenue

In 2016, we expect a material decline in revenue due to economic conditions and capital maintenance schedules. In 2017-2018, revenue growth anticipated due to the completion of building remodernization initiatives, which will enhance the ability to attract more events and conventions.

### Expenditures & Transfers - Changes

#### Personnel and Related

Increases to wages in accordance with the labour agreement, cost of living adjustments and increased staffing due to business volumes.

#### Operating Expenses

Higher operating expenses partially due to inflationary increases. In 2017 and 2018, there will be additional expenses targeted towards supporting initiatives to increase economic impact and building upgrades to improve overall guest experience.

#### Repair and Maintenance

Maintenance at similar levels to prior years with minimal growth in 2017 and 2018.

#### Utilities

No change.

#### Property and Equipment

No change.

### Full-time Equivalents - Changes

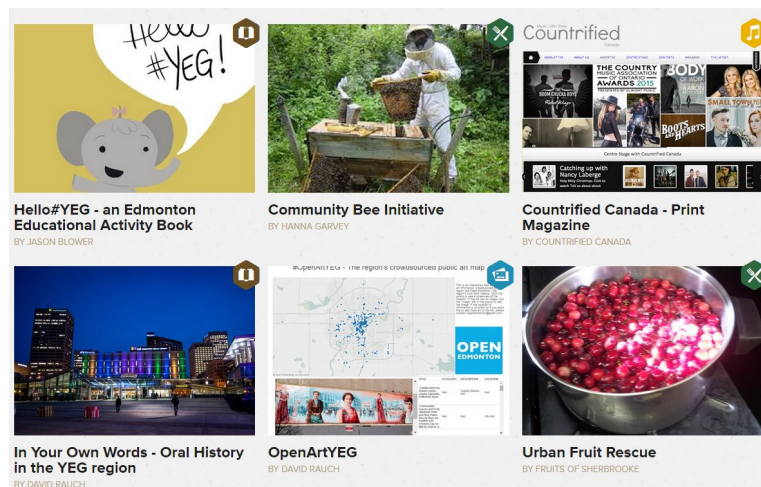
In 2016, there is a one-time adjustment in calculation from 2015 for part time and casual staff, resulting in an increase of 9.0 FTEs. The increase in 2017 of 12.0 FTEs is to support the increase in business volume.

## Introduction

The Mayor's Task Force on Image and Reputation identified the need for Edmonton to develop a clear Edmonton Story that would support Goal One from *The Way We Prosper*, "A Confident and Progressive Global Image". The city's image and reputation strategy inspired a movement called "Make Something Edmonton" — a way to build our city, and prove the truth of its brand, through community action.

In 2014, Make Something Edmonton (MSE) was placed under the auspices of EEDC. MSE is supported by a volunteer activation board, and is community-powered. They are dedicated to building our city's image and reputation — they are a platform, a facilitator and an amplifier.

- Content Platform — through a scalable digital platform, they collect, curate and strategically share content that reinforces the Edmonton brand.
- Facilitation — through facilitation with key groups, they develop brand ambassadors and inspire makers.
- Amplification — through media distribution systems they amplify the Edmonton story.



## Objective

**Develop and communicate the Edmonton story to build a confident and progressive global image for the Edmonton region**

Long-term Goals	2016 Priority Initiatives
<ol style="list-style-type: none"> <li>1. Change perceptions and raise awareness of Edmonton</li> <li>2. Help businesses and organizations use the Edmonton brand</li> <li>3. Build valuable content</li> </ol>	<ul style="list-style-type: none"> <li>• Deliver program to the City of Edmonton and create ambassadors</li> <li>• Deliver program to post-secondary institutions and create ambassadors</li> <li>• Create automated community engagement and story upload process</li> <li>• Grow the number of maker projects</li> <li>• Increase earned media and social engagement</li> </ul>

## Approved 2016-2018 Budget – Branch Summary by Category

\$000	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Other Revenue	-	23	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	-	23	-	-	-	-
<b>Expenditure &amp; Transfers</b>						
Personnel and Related	-	279	284	567	584	601
Operating Expenses	-	1,257	1,264	1,044	1,062	1,141
<b>Total Expenditure &amp; Transfers</b>	-	1,536	1,548	1,611	1,646	1,742
<b>Net Operating Requirement</b>	<b>\$ -</b>	<b>\$ 1,513</b>	<b>\$ 1,548</b>	<b>\$ 1,611</b>	<b>\$ 1,646</b>	<b>\$ 1,742</b>
<b>Full-time Equivalents</b>	-	3.0	3.0	6.0	6.0	6.0

### Budget Changes—For 2016-2018:

#### Revenue & Transfers - Changes

##### Other Revenue

No change.

#### Expenditures & Transfers - Changes

##### Personnel and Related

Increase in personnel cost in 2016 is due to a move towards hiring talent and reducing the use of consultants and third-party contractors. In 2017 and 2018, increases are in accordance with cost of living adjustments.

##### Operating Expenses

Replacing consulting and contractor services with new FTEs results in a decrease of \$220k in 2016. In 2017 and 2018 an increase of \$18k and \$79k respectively, to support new programs, content and engagement in the media.

#### Full-time Equivalents - Changes

Increase by 3.0 due to additional personnel as per above.

## Introduction

The economic upheaval currently unfolding across Alberta has presented several significant challenges to the Edmonton Police Service. The prosperity enjoyed by much of Edmonton over the past few years is still in evidence, illustrated by construction cranes hard at work on several downtown facilities. With new businesses and new residents moving into the urban core, the EPS is in the midst of strengthening its beats and security programs downtown. The goal is simple; visitors and residents alike must have a safe and enjoyable experience downtown, all day, every day.

On the other hand, economic turmoil has turned the tables on those residents who work in certain industries, and on those who transit through Edmonton on their way to and from the North. Energy industry jobs have become scarce, resulting in higher unemployment, greater reliance on social programs and a surge in criminal activity.

For Edmonton, this “boom-bust” cycle is nothing new. Regardless of whether the economy is up or down, EPS must remain agile and have the resources necessary to react to evolving criminal and societal trends. For example, in response to increasing levels of drug and gun violence, “flying squads” have been launched to rapidly suppress crime in vulnerable areas. A number of new community initiatives are underway to combat property crimes, and a new patrol division was created three years ahead of schedule to help distribute workload more evenly across the city. In spite of these and other efforts, the calls for service continue to increase.

The EPS relies on statistical and criminal analysis and modelling to determine what resources are needed, where and when. Of all the statistics available, call volumes are perhaps the most telling indicator of the workload pressure the EPS is under. As of December 2015, 12,878 more calls were dispatched, an 8.5% increase over the same time period last year. Because a single call takes, on average, 104 minutes to complete, the challenge of responding to calls in a timely manner becomes evident. The EPS will register its fifth straight year of call increases in 2015; this year’s increase will be twice as large as the increases over the previous four years.

This year’s budget includes a number of civilian positions. The work of these employees allows police officers to promptly return to the streets after a call; they also do much of the background research and record keeping that officers rely upon while conducting investigations. Civilians manage the information technology systems that track offenders, keep police facilities secure, answer and prioritize hundreds of thousands of telephone calls, and do countless other tasks in support of our front line.

Because these budget documents cover three years, they anticipate events that are on our distant horizon. 2018 will see the opening of the new North West Campus (which includes a divisional station, a recruit training centre and a detainee management facility), so there are certain operational impacts that need to be budgeted for.

Edmontonians have made it clear that they value and trust their police service. The combination of a dedicated group of police officers and a supportive and trusting community are the two key ingredients in a powerful recipe for policing success.





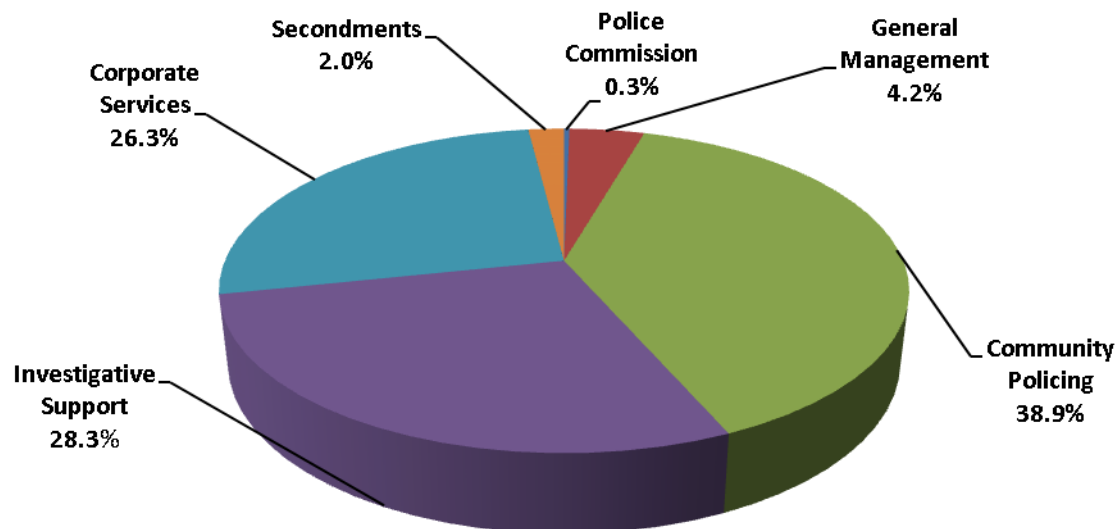


## Police Service

### Approved 2016 - 2018 Budget - Department Summary by Bureau (\$000)

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Police Commission	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
General Management	115	56	6	8	8	8
Community Policing Bureau	181	242	502	502	252	2
Investigative Support Bureau	7,187	7,846	9,529	8,900	9,500	9,800
Corporate Services Bureau	7,197	7,555	7,338	7,672	7,672	7,673
Secondments	7,747	7,552	7,663	7,750	7,798	7,856
Transfer from Reserves	0	-	18,819	20,384	20,384	20,384
Departmental	40,311	41,165	43,585	46,480	46,481	47,056
<b>Total Revenue &amp; Transfers</b>	<b>62,738</b>	<b>64,416</b>	<b>87,442</b>	<b>91,696</b>	<b>92,095</b>	<b>92,779</b>
<b>Expenditure &amp; Transfers</b>						
Police Commission	1,232	1,309	1,313	1,317	1,332	1,348
General Management	14,443	13,847	15,384	16,386	16,579	16,917
Community Policing Bureau	134,742	136,577	143,211	149,489	151,675	154,151
Investigative Support Bureau	93,980	98,692	105,199	109,528	110,925	112,297
Corporate Services Bureau	88,065	92,496	94,628	97,511	102,473	109,126
Secondments	7,894	7,658	7,732	7,818	7,869	7,930
<b>Total Expenditure &amp; Transfers</b>	<b>340,356</b>	<b>350,579</b>	<b>367,467</b>	<b>382,049</b>	<b>390,853</b>	<b>401,769</b>
<b>Net Operating Requirement</b>	<b>\$ 277,618</b>	<b>\$ 286,163</b>	<b>\$ 280,025</b>	<b>\$ 290,353</b>	<b>\$ 298,758</b>	<b>\$ 308,990</b>

Expenditures by Bureau 2016 - 18



## Police Service

### Approved 2016 - 2018 Budget - Department Summary by Category (\$000)

	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Fines	\$ 14,762	\$ 15,672	\$ 16,858	\$ 19,658	\$ 19,658	\$ 19,658
Transfer from Reserves	-	-	18,819	20,384	20,384	20,384
Municipal Policing Assistance Grant	13,080	13,080	14,048	14,273	14,273	14,849
Premiers Initiative Grant	10,500	10,500	10,500	10,500	10,500	10,500
Secondments	7,747	7,552	7,663	7,750	7,798	7,856
Other	16,649	17,612	19,554	19,131	19,482	19,532
<b>Total Revenue &amp; Transfers</b>	<b>62,738</b>	<b>64,416</b>	<b>87,442</b>	<b>91,696</b>	<b>92,095</b>	<b>92,779</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	279,552	286,757	301,704	315,566	321,266	327,855
Materials, Goods & Supplies	12,657	13,428	12,012	12,765	13,725	14,570
External Services	20,611	18,803	21,987	21,247	22,310	24,657
Fleet Services	6,608	7,050	6,174	6,199	6,343	6,475
Intra-municipal Services	10,033	10,772	11,142	11,342	11,471	11,548
Utilities & Other Charges	8,833	9,134	11,255	11,490	12,193	12,837
Transfer to Reserves	4,605	7,115	5,320	5,271	5,378	5,660
Subtotal	342,899	353,059	369,594	383,880	392,686	403,602
Intra-municipal Recoveries	(2,543)	(2,480)	(2,127)	(1,831)	(1,833)	(1,833)
<b>Total Expenditure &amp; Transfers</b>	<b>340,356</b>	<b>350,579</b>	<b>367,467</b>	<b>382,049</b>	<b>390,853</b>	<b>401,769</b>
<b>Net Operating Requirement</b>	<b>\$ 277,618</b>	<b>\$ 286,163</b>	<b>\$ 280,025</b>	<b>\$ 290,353</b>	<b>\$ 298,758</b>	<b>\$ 308,990</b>
<b>Full-time Equivalents</b>	<b>2,294.5</b>	<b>2,321.0</b>	<b>2,426.6</b>	<b>2,522.1</b>	<b>2,552.1</b>	<b>2,578.1</b>

## Budget Changes for 2016 - 2018 (\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc.

EPS traffic safety revenue is expected to increase as a result of the Provincial decision to increase traffic fines by 35%. This increase has been offset slightly by anticipated volume decreases for other fine revenue, such as bylaw enforcement.

#### Transfer from Reserves

The increase to the Office of Traffic Safety revenue is a result of the Provincial decision to increase traffic fines by 35% and the Transfer from Reserve will offset expenditures related to the 49 new positions approved by Council on April 14, 2015.

#### Municipal Policing Assistance Grant

The Municipal Policing Assistance Grant increase is based on anticipated population growth for the 2016 and 2018 census.

#### Secondments

Secondment revenue has increased because of collective bargaining increases for CSU 52 and is offset with increased Personnel costs.

#### Other

The fluctuation between the three years is primarily due to the timing of expenses related to the Emergency 911 provincial grant. Less revenue, and corresponding expense, will be recognized in 2016 but this decrease will be recovered in 2017 and 2018.

### Expenditures & Transfers - Changes

#### 2016 Total Expenditures and Transfers

Personnel costs are increasing due to the addition of 95.5 FTE (41 positions) which includes the annualization of 2015 approved positions (54.5 FTE), revenue increases and expenditure budget reallocations (16.0 FTE; 16 positions), operating impacts of capital (16.0 FTE; 16 positions) and new funding (9.0 FTE; 9 positions). Also, an approved cost of living adjustment for the City of Edmonton Management Association (CEMA) and CSU 52 collective bargaining increases are contributing to the increase in personnel expenditures.

Non Personnel costs are increasing because of the purchase of radios, computers, and workstations to support new EPS positions. Inflation costs for the purchase and maintenance of furniture, equipment, computer hardware and software are also contributing to the increase. This is partially offset by the removal of one time costs associated with the 2015 approved service packages.

#### 2017 Total Expenditures and Transfers

Personnel costs are increasing due to the addition of 30.0 FTE (30.0 positions) which includes new funding (18 FTE; 18 positions), operating impacts of capital (14.0 FTE; 14 positions), and the elimination of the Heavy Users of Service (HUoS) Provincial Grant and offsetting expenditure (-2.0 FTE; -2 positions). CSU52 collective bargaining increases are also contributing to the increase in personnel expenditures.

Non Personnel costs are increasing to support new EPS positions and because of inflation costs for the purchase and maintenance of furniture, equipment, computer hardware and software. There are additional non personnel costs related to the Emergency 911 grant (offset by revenue) and increases to Fleet Services, Utilities, and Intra-municipal Services are also contributing to the higher non personnel costs but to a lesser extent.

### 2018 Total Expenditures and Transfers

Personnel costs are increasing due to the addition of 26.0 FTE (26 positions) which includes new funding (19 FTE; 19 positions), operating impacts of capital (9.0 FTE; 9 positions), and the elimination of the HUoS Provincial Grant and offsetting expenditure (-2.0 FTE; -2 positions).

Non Personnel costs are increasing to support new EPS positions and because of inflation costs for the purchase and maintenance of furniture, equipment, computer hardware and software. Costs associated with Northwest Division becoming operational in 2018 and software maintenance and licensing for the Digital Asset Management System (DAMS) are also contributing to the increase as are additional non personnel costs related to the Emergency 911 grant (offset by revenue).

### FTEs

There is a total increase of 151.5 FTEs (71 positions) over the three years.

	<u>Sworn</u>	<u>Civilian</u>	<u>Total Positions</u>	<u>Total FTEs</u>
2016 Annualization				54.5
Revenue Increases and Expense	4	12	16	16.0
Operating Impacts of Capital	10	6	16	16.0
New Funding	-3	12	9	9.0
<b>2016 Total</b>	<b>11</b>	<b>30</b>	<b>41</b>	<b>95.5</b>
2017 Annualization				0.0
Revenue Increases and Expense	-2		-2	-2.0
Operating Impacts of Capital	9	5	14	14.0
New Funding		18	18	18.0
<b>2017 Total</b>	<b>7</b>	<b>23</b>	<b>30</b>	<b>30.0</b>
2018 Annualization				0.0
Revenue Increases and Expense	-1	-1	-2	-2.0
Operating Impacts of Capital	4	5	9	9.0
New Funding	13	6	19	19.0
<b>2018 Total</b>	<b>16</b>	<b>10</b>	<b>26</b>	<b>26.0</b>

The following emerging issues will impact the EPS:

**Increasing Population and Geographic Area:** The City of Edmonton's 2014 census confirmed the magnitude of growth in Edmonton with population increasing by nearly 60,000 residents in only two years. This increase has led to higher demand for all services within the city and has a direct correlation to the increase in calls for service seen by the EPS. In addition, Edmonton continues to grow outwards in size. Providing police services over a larger area with a static number of officers results in increased travel times and police response times.

**Terrorism and Countering Violent Extremism:** While not new, concerns around terrorism and countering violent extremism have recently been heightened due to threats abroad that have manifested themselves as domestic threats. While media reports may make us believe this crime happens in other parts of the world, the reality is that there are several active terrorism files in Edmonton. Each file requires close oversight.

**Economics of Policing:** As the dynamics of crime, complexity of investigations, and impacts from legislation and case law create a more complicated enforcement environment, the costs associated with ensuring that sufficient resources (people, finances and infrastructure) are available will increase. Increasingly complex investigations coupled with enormous disclosure requirements means that work within the criminal justice system is becoming more and more expensive.

**Downloading by other orders of government:** Decisions made by other orders of government on social policy and funding social programs have a direct and measurable effect on police resources. Of note are program changes or cuts related to mental illness, addictions, homelessness, and other vulnerable populations.

**Other issues:** Budget impacts from other orders of government such as potential provincial funding cuts for the Alberta Law Enforcement Response Teams (ALERT); the increasing number of citizen concerns regarding driver behaviour (traffic) in the city; our need to continually adapt to an increasingly mobile work environment; and a reluctance of young people to consider careers in policing.

## Impact of Previous Council Decisions

The Downtown Revitalization and Transit Policing service package that was approved for 2015 includes 34.5 FTE as a result of annualization. The related expenditures are offset by anticipated increases to Traffic Safety Act (TSA) revenue.

The other service package approved for 2015, Growth in Policing, has an annualization impact of an increase of 17.7 FTE and \$2.4M in expenditures.

## Positive Change—Innovation & Continuous Improvement

For 2016, the EPS has identified \$3.927 million in efficiencies or revenue adjustments to create 22 positions (10 sworn and 12 civilians) and that address a number of non-personnel budget pressures. Six of the sworn positions were added in 2015 to address recruiting and training pressures. The efficiencies are a result of:

- Program review (\$0.549 million) on extra duty services, towing procedures and funeral escorts.
- Improvement and innovation (\$0.550 million) on the utilization of the Emergency 911 Provincial Grant to fund positions.
- Best practice (\$2.828 million) from an annual review of expense budgets for reallocation from low to high priorities and a review of fee schedules charged to customers.

## Approved 2016 - 2018 Budget - Police Services

### Program Name - EPS

#### Results to be Achieved

This budget provides funding to support the ongoing operations of the Edmonton Police Service. These activities include prevention, detection, intervention and suppression of crime in this city. The EPS corporate vision is to make Edmonton the safest major city in Canada and to be recognized as a leader in policing.

#### Cost Drivers

Population growth; urban sprawl; significant increases in call volumes; increased crime in several categories; collective agreement settlement costs; technology advances; disclosure obligations to Crown and defense lawyer; inflation; and response time standards.

#### Policy and/or Legislation

The *Alberta Police Act* provides authority to the City of Edmonton to establish a municipal police service. The *Criminal Code of Canada* establishes the laws that police services must enforce.

Resources	2013	2014	Adjusted	2016	2017	2018
(\$000)	Actual	Actual	2015 Budget	Budget	Budget	Budget
Revenue & Transfers	\$ 62,738	\$ 64,416	\$ 87,442	\$ 91,696	\$ 92,095	\$ 92,779
Expenditure & Transfers	342,899	353,059	369,594	383,880	392,686	403,602
Subtotal	280,161	288,643	282,152	292,184	300,591	310,823
Intra-municipal Recoveries	(2,543)	(2,480)	(2,127)	(1,831)	(1,833)	(1,833)
Net Operating Requirement	\$277,618	\$286,163	\$280,025	\$290,353	\$298,758	\$308,990
Full - Time Equivalents	2,294.5	2,321.0	2,426.6	2,522.1	2,552.1	2,578.1

#### 2015 Services

There were 389,093 emergency calls answered by the 9-1-1 call centre in 2014, and 74,333 were forwarded to police for evaluation and dispatch – a 32 percent increase over 2013. There were an additional 540,784 non-emergency calls to police in 2014 – a 0.7% increase over 2013. Finally, there were 152,002 priority 1 through 5 calls responded to in 2014, not including “on view” calls. This was a 3.2% increase from the previous year. Figures for 2015 are 1.2% below these figures.

#### Changes in Services for 2016 - 2018

Of the 97 new positions (151.5 FTE) identified in this budget, 34 are sworn members (police officers). Other changes impacting the budget include the need to operationalize the new Northwest Division campus in 2018. The largest change driving this budget is the significant rise in calls for service. Citizens expect a timely response from police in a timely fashion once a call for help has been made. If police are to meet this expectation and maintain reasonable response times, additional employees are required.

## Branch - Edmonton Police Service

**Program -**  
**Title - Northwest Division**

**Operating Impacts of Capital  
Funded  
Ongoing**

### Results to be Achieved

Police service across the northwest quadrant of the city will be steadily strengthened over the next three years, as police officers, dispatchers and civilian staff are hired to operate EPS's newest operating division. Officers will be dispatched for calls for service within specific target times, as established by EPS. Citizens will receive a response to their calls in a timely fashion and an officer will more frequently show up at their door within the target time. This improvement in dispatch and response times helps EPS to improve upon a fundamental community expectation: when a citizen calls for help, police will respond promptly.

### Description

This package calls for a steady buildup of employees who will operate NW Division now, and transition to the new station in 2018. 13 employees (mostly sworn) will be required in 2016 to augment employees currently assigned to NW; ten more will be required in 2017, and the final 4 will be required in 2018. Also included are two additional police dispatchers to work in the Police Communication Branch (commonly known as 9-1-1) to manage the dispatch (radio) channel for the new Division. Each division has a dispatcher assigned on a 24 x 7 basis. The early opening of NW Division resulted in these positions being required sooner than first planned.

Timing of the 29 positions has been shifted due to the funding certainty of the funding formula in an effort to ensure that positions are fully funded by the end of 2018 and commence earlier in the year. In addition, an error relating to facility costs was corrected, moving the cost from DAMS to NW Campus.

### Justification

This package will bring the contingent of employees working in NW Division up to full strength by the time the facility is opened, and allow them to operate a publicly accessible station by 2018 (the current station is not accessible to the public). Currently, the Division is as busy as any other in the city, but has fewer staff. A key measure of workload, call volumes, continues to rise. As of September 01, 2015 nearly 10,000 additional calls had been handled, an increase over the previous year of 8.5%. Dispatchers are sworn members who communicate with other police officers while en route to a scene. Because their role in sharing information about a crime in progress is so important for officer and public safety, it is only done by experienced police officers. These dispatchers will assist in managing calls for service, and will specifically manage the dispatch channel for the new Division. Note that the 9-1-1 facilities at Police Headquarters and Southeast Division continue to undergo significant improvements, all paid for by the Government of Alberta cell phone levy.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$2,488	-	2,488	15.0	\$1,597	-	1,597	10.0	\$1,378	-	1,378	4.0
<b>Total</b>	<b>\$2,488</b>	<b>-</b>	<b>2,488</b>	<b>15.0</b>	<b>\$1,597</b>	<b>-</b>	<b>1,597</b>	<b>10.0</b>	<b>\$1,378</b>	<b>-</b>	<b>1,378</b>	<b>4.0</b>



## Branch - Edmonton Police Service

**Program -**  
**Title - Digital Asset Management Project**

**Operating Impacts of Capital  
Funded  
Ongoing**

### Results to be Achieved

Digital evidence and information will be held securely and in accordance with evidentiary requirements, electronic disclosure of evidence will be enabled, record retention schedules will be adhered to (allowing for disposition or destruction of electronic records), number of lost and duplicate files will be significantly reduced, and efficiencies will be gained by reducing time spent searching for and delivering digital assets to stakeholders. In addition, EPS employees and the buildings they work in will be more secure, and facilities will last longer and be in better operating

### Description

The Digital Asset Management Project (DAMS) will significantly increase EPS capacity for storing digital records of all kind, including police records, body worn video, surveillance video, and photographs. Over the next three years, five employees will be required to transition materials and records to DAMS and keep it operational on a 24 hour/day basis. Other positions focus on various aspects of security for the EPS. Two security management civilians will oversee the safety and security of EPS employees, facilities and information. To keep up with the growth in EPS facilities, and to maintain several rapidly ageing buildings, two building and facility project officers are required.

Timing of the 10 positions has been shifted due to the funding certainty of the funding formula in an effort to ensure that positions are fully funded by the end of 2018 and commence earlier in the year. In addition, an error relating to facility costs was corrected, moving the cost from DAMS to NW Campus.

### Justification

"Filing, storage, retrieval and disclosure of records is a significant component of the criminal justice system. By law, the EPS is obligated to retain and disclose these records upon request. The DAMS system will keep millions of pieces of police information safe, through a robust and secure new record management system.

Security and safety for our employees, our detainees and our citizens is of paramount importance. This package keeps employees safe by ensuring adequate levels of security in their workplace and when threats materialize that relate to their home or family. Finally, it ensures that the buildings and facilities EPS employees work in are well maintained and in good working order.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	\$687	-	687	5.0	\$1,521	-	1,521	5.0
<b>Total</b>	-	-	-	-	\$687	-	687	5.0	\$1,521	-	1,521	5.0

## Introduction

Even after being named 2014 Library of the Year, the Edmonton Public Library has sights set high. The prestigious recognition by Library Journal and Gale Cengage Learning in June 2014 only inspired us to continue to provide the absolute best for all of our customers. EPL's mission, vision and strategic goals guide us in developing and providing needed and relevant resources, the latest technology and a diverse offering of programs for all ages. Through serving thousands of customers and working with hundreds of organizations, EPL continues to have impact on the economic, social and cultural foundation of Edmonton. Additionally, EPL's focus on the betterment of people, our communities and our future is in line with the strategic goals outlined in the City's vision, The Way Ahead.

**EPL for Life.** After first re-introducing free EPL cards for our centennial year, all memberships remain free and, as of May 2015, will never expire. Providing easy, convenient and consistent access is what public libraries are meant to do. As an open, inviting, safe, fun and inclusive public space, EPL does all of this and more, and is truly a place for every Edmontonian. EPL remains the second most visited place in Edmonton after West Edmonton Mall, with over 14 million in-person and online visits in 2014.

**Bigger than our Buildings.** As the city's largest lender of all manner of information and entertainment, EPL delivers incredible content everywhere – in branch, at home, on handheld devices and elsewhere. Community librarians and outreach workers connect EPL services to those who need them most, and we continue to reach far beyond library walls through our Welcome Baby program

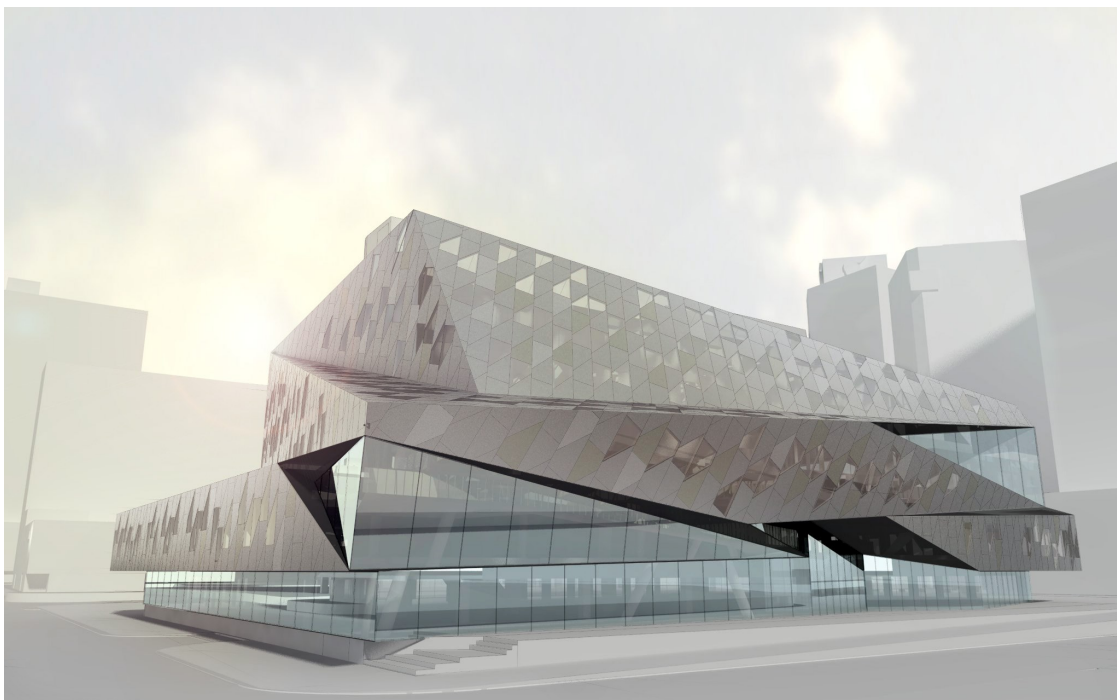
and epl2go Literacy Vans, bringing resources to parks, schools, childcare and senior centres, hospitals and more.

**Leading the way.** With a history of library “firsts” over the past 102 years, as well as a reputation for innovation and risk-taking, EPL takes pride in offering traditional library services. But we are always looking and moving ahead. We have launched many initiatives, and are focused on early literacy programs and resources, a broad and growing eCollection, developing digital public spaces and inviting well-known thought-leaders to help us purposefully build better organizations, neighbourhoods and communities.

**Spread the Words.** From humble beginnings above a meat and liquor store in 1913 to 19 branches throughout one of North America's fastest-growing and most northern urban centres, EPL has grown from a place for books to a place for people. Key resources include 510.5 full time equivalent positions, over 1.2 million physical and 9.3 million digital items, 19 facilities, as well as a fleet of 10 vehicles. EPL's tradition of excellence and innovation is well recognized, and will continue under new Chief Executive Office Pilar Martinez, appointed in July 2015.

**Mission:** We Share. EPL shares expertise, information, technologies and spaces with Edmontonians for learning, connecting, creating, discovering, enjoying and enriching our communities.

**Vision:** EPL is the gathering place for people and ideas, enabling a lifetime of learning, engagement and possibility for every Edmontonian.



Rendering of Stanley A. Milner Library

## Major Services

EPL provides a wide range of services to its customers:

Library Materials	
<p><b>EPL provides access to:</b></p> <ul style="list-style-type: none"> <li>• Over 1.6 million physical books, magazines, newspapers CDs, DVDs, video games and more.</li> <li>• Over 9.3 million digital items, including eBooks, audiobooks, streaming music and videos, a local music collection through Capital City Records and more.</li> <li>• Aboriginal Collection focusing on materials written, performed and/or produced by Aboriginal Peoples, including music, films, magazines, news sources and language materials.</li> <li>• Material in over 40 world languages.</li> <li>• Dozens of databases, including access to online learning services, such as: Lynda.com, Brainfuse, Gale Courses, Mango Language Learning and more.</li> </ul>	<p><b>EPL staff:</b></p> <ul style="list-style-type: none"> <li>• Facilitate the selection, purchase, cataloguing and access of materials.</li> <li>• Coordinate resource sharing across libraries in Alberta, Canada and the United States.</li> </ul>
Services	
<p><b><u>Information: Answering Questions and Supporting Research</u></b></p> <p><b>EPL provides:</b></p> <ul style="list-style-type: none"> <li>• Professionally trained staff to help customers find answers to questions.</li> <li>• Innovative approaches to information services, including instant messaging and chat, social media, mobile texting, email, telephone and in-person.</li> </ul> <p><b><u>Assistive Services</u></b></p> <p><b>EPL responds to:</b></p> <ul style="list-style-type: none"> <li>• The diverse needs of persons with disabilities, home bound individuals and older adults through home delivery service, large print books, DAISY books, children's braille books, assistive technologies, and descriptive videos and DVDs.</li> <li>• Customers with print disabilities through the National Network for Equitable Library Service (NNELS) and the Centre for Equitable Library Access (CELA), both which provide resources in accessible formats.</li> </ul>	<p><b><u>Internet and Computer Access and Digital Literacy Support</u></b></p> <p><b>EPL provides:</b></p> <ul style="list-style-type: none"> <li>• Over 500 computer stations across the library system for customers to access the Internet, email and word-processing services, along with Early Literacy Stations for preschoolers.</li> <li>• Access to Chromebooks, which are pared down laptops that can be borrowed for use within the library for uninterrupted Internet time, and Raspberry Pis, which are credit card sized computers that can be connected to TVs or used for programming purposes.</li> <li>• Support and training for computer basics, orientation to the library website, catalogue and online resources.</li> <li>• Assistance in the use of technology, including using eReaders and other mobile devices.</li> <li>• Free and unlimited WiFi at all 19 service points.</li> <li>• Creative technology equipment such as the 3D printers, Espresso Book Machine, digital conversion hardware, gaming consoles, green screen, sound booths and more in the EPL Makerspace.</li> </ul> <p><b><u>Meeting Rooms and Reading Space</u></b></p> <p><b>EPL provides:</b></p> <ul style="list-style-type: none"> <li>• Meeting rooms and reading spaces for Edmontonians and local community groups through its 19 service points.</li> </ul>

## Major Services (continued ...)

### Programs

#### EPL facilitates/promotes:

- Over 13,500 programs for all ages and interests (Sing, Sign, Laugh and Learn, Baby Laptime, Pop-Up Makerspace, Tween and Teen Lounges, book club discussions, computer training and more).
- Numerous community partnerships offering joint English Language Learning and financial literacy programs, along with settlement services for new Canadians through a partnership with the Edmonton Immigrant Services Association (EISA).
- Tours for all ages to orient customers to the resources in EPL's buildings and virtual spaces.
- Library services through small-footprint eplGO locations. The storefront library model brings library services to areas without easy access to public library service. West Henday opened in 2015, Pilot Sound-McConachie is next in early 2016 and plans are underway for future sites.
- Literacy van programs through epl2go. As of September 2015, two of four epl2go literacy vans have hit Edmonton streets, providing educational programs and technology opportunities where and when customers want them – from community centres to school playgrounds to housing complexes.
- An expanded Welcome Baby program launched at Alberta Health Services public health centres in 2014, reaching over 90% (approximately 12,000) of the children born in Edmonton every year. A Welcome Baby Kit provides early literacy services – including a board book, early literacy tips and an invitation to get a library card – at the time of two-month immunizations.
- Technology-based learning, making and creating, including in the EPL Makerspace where nearly 4,300 people attended programs in 2014.
- A thirst for knowledge and desire to share through the Annual International Open Data Day Hackathon with the City of Edmonton and its open data catalogue.
- Insights, ideas, experiences and viewpoints from thought-leaders through the Forward Thinking Speaker Series, which was launched in 2014 and has featured George Kourounis, Sunny Grosso, Dr. Gabor Mate, Margaret Wheatley, Romeo Dallaire and Gordon Neufeld.

### Community-Led Service Philosophy

#### EPL is committed to:

- A Community-Led Service Philosophy which ensures library services meet needs by taking services beyond the library walls and into the community through 22 community librarians and other library staff. Community librarians dedicate approximately 1,000 hours each year to working with over 350 Edmonton community organizations to build connections and meet needs.
- Supporting at-risk Edmontonians through literacy, education and social support by having three outreach workers on staff. This team is stationed at the Stanley A. Milner Library and also spends a total of five days each week at four other branches where the greatest need was identified.

## Facts and Figures (2014)

- 240,000 Edmontonians use their library cards every year
- Total visits exceeded 14 million
- 8,500 volunteer hours were donated, including 1,000 by 200 teens who mentor young readers
- Every 3 seconds, someone borrows an item from EPL (Over 10 million items borrowed every year)
- 347,995 people attended 13,532 free programs
- Community librarians connected with over 350 organizations to better understand community and customer needs, and break down barriers to library service
- Every 12 seconds, EPL staff answer a customer question (Over 2.5 million questions answered every year)
- With over 9.3 million digital items available, digital borrowing has increased 61% since 2013
- 1.2 million hours of public internet usage (No.1 place in Edmonton for FREE computer use and training)
- Edmontonians invest \$0.02 for every dollar in overall City expenditures on EPL services
- 10,300 newborns received EPL's Welcome Baby Kit
- Over 5,000 3D objects printed and 2,000 books created in the EPL Makerspace



## Performance Measures

EPL believes it is important to demonstrate value and to continually assess itself against other large Canadian urban libraries through the Canadian Urban Libraries Council (CULC). On an annual basis comparative data for benchmarking is provided and EPL evaluates its performance based on three key categories: Input, Process and Output measures. The following compares EPL performance to the 2014 CULC average information.

The Input Measures show that EPL is **effective** in the allocation of resources to provide service to customers.

Input Measures	EPL	CULC	% Difference
Municipal revenue per capita	\$ 43.54	\$ 45.90	-5%
Staff costs as a percentage of operating expenditures	62%	67%	-7%
Internet workstations per 1000 citizens	0.57	0.53	8%

The Process Measures show that EPL is **efficient** and reveals how well it uses resources to deliver services.

Process Measures	EPL	CULC	% Difference
Staff costs for items borrowed	\$ 2.94	\$ 3.21	-8%
Cost per use	\$ 1.83	\$ 1.88	-3%

The Output Measures show that EPL is **well used**, efficiently allocating its resources and services to manage high volumes of activity.

Output Measures	EPL	CULC	% Difference
Materials borrowed per capita	12.30	11.21	10%
Library material turnover (number of materials checked out relative to the size of the collection)	4.96	4.34	14%
In-person visits per capita	6.1	5.8	5%
Questions answered per capita	0.9	0.7	39%
User Sessions on public computers per capita	1.4	1.3	9%



Rendering of Calder Library Branch

## Awards

### 2015 accolades for EPL:

- Winner – American Library Association Presidential Citation for Innovative International Library Projects for Outreach Services
- Winner – American Library Association Presidential Citation for Innovative International Library Projects for Digital Literacy
- Winner – Library Journal New Landmark Libraries for Jasper Place Library architecture
- Winner – American Libraries Magazine Library Design Showcase for Clareview Library architecture
- First Canadian public library named a littleBits Global Chapter

### 2014 accolades for EPL:

- Winner – Library Journal/Gale Cengage Learning *Library of the Year*
- Winner – Public Library Association Polaris Innovation in Technology John Iliff Award for the ME Libraries technology
- Winner – American Library Association Cutting Edge Service for the ME Libraries technology
- Winner – Minister's Award for Excellence in Public Library Service as part of Metro Federation's ME Libraries initiative
- Winner – Prairie Design Awards Award of Merit for Jasper Place Library architecture
- Honorable Mention – Urban Libraries Council Top Innovator Nominee for the Discovery Team's Great Stuff Crew
- Winner – Ad Club of Edmonton Distinction Award for the Centennial timeline video
- Winner – Summit International Creative Award for the Centennial timeline video
- Winner – Summit International Creative Award for outdoor advertising
- Winner – Summit International Creative Award for the Centennial marketing campaign
- Winner – International Association of Business Communicators Edmonton Award of Excellence for Centennial marketing campaign
- Winner – Chrysalis Annual Achievement Award for continually setting an example of excellence through dedication, commitment and passion for what we do

## 2016-2018 Budget Direction & Approach

Based on approved guidelines and budget principles provided by City Council, City Administration and the EPL Board, the 2016-2018 EPL operating budget has been developed incorporating the following key assumptions:

- Target cost savings and innovation strategies to achieve City Council's goal of reducing City funding allocated to City Programs by 2% in 2016, 2017 and 2018 with savings from EPL targeted for reinvestment in new EPL services and growth initiatives, and base budget increases as required. Funding reduction targets: \$974,000 in 2016; \$1,009,000 in 2017; and \$1,041,000 in 2018.
- Base budget cost increases to fund existing resources required to deliver current EPL services have been incorporated within the 3 year budget (e.g. contract settlements for salaries and wages, non-personnel cost increases, contractual obligations and other major cost or revenue change).
- Operating budget impacts for new library branches opening during the 2016-2018 budget period have been included in 2017 and 2018 (i.e. Calder and Capilano branches).
- EPL Business Plan initiatives that were funded in previous year's budgets will continue to be funded in the 3 year budget (i.e. epl2go Literacy Vans and eplGO library branch—west / north).
- Include new services that align with EPL's Business Plan as presented to City Council Community Services Committee in May 2015. This includes a funding request for the City of Learners initiative and an additional eplGO storefront library located in an underserved area of Edmonton.
- Include fundraising revenues of \$10 million to support the Milner Library renewal project.
- Tax funding targets for budget development: \$50,453,000 in 2016; \$52,076,000 in 2017; \$53,917,000 in 2018.

## Challenges

Due to the nature of multi-year budgets, there are risks in estimating future costs and revenues. EPL has applied their best estimates in developing the budget; however, the following are key areas of concern:

- *Per Capita Grant Revenues:* In 2016, EPL has budgeted \$4.8 million for a Provincial library per capita grant based on the latest civic census. In the 2017 budget, EPL increased the per capita grant by \$172,000 to account for anticipated population growth in the Edmonton region. It is uncertain whether the current Provincial Government will provide the additional funding.
- *Library Collections:* Over 2016 to 2018, Library collections (i.e. books, DVDs and CDs) and subscription (e.g.: digital content — eBooks, video streaming, music) costs have been inflated based on best estimates (2.4%-2.5%). Some collections are purchased from the US and current exchange rates significantly impact EPL's purchasing power. Additionally, digital content is the fastest growing area of borrowing for public libraries. In meeting this growing demand, digital content is consuming an ever increasing portion of EPL's budget. In some cases, libraries pay three to five times more for e-books than consumers with caps and time limits on customer e-book use.
- *2% Funding Reduction Targets:* The budget guidelines provided to EPL for 2016-2018 identified expenditure reduction targets to be achieved through cost savings, efficiency and/or innovation initiatives. Any savings for EPL would be targeted for reinvestment into EPL growth and new services. Over the years, EPL has been diligent in ensuring that it is providing best value in delivering library services to its customers which has been demonstrated through the metrics that are shared with City Council (i.e. performance and work activity measures). Key initiatives undertaken include: review of resource allocations and services through activity assessments, review of best practices resulting in discontinuing activities that do not add value, and a zero based budgeting exercise to assess resource needs. Important initiatives that have resulted in significant savings include the implementation of RFID self-check and automatic check-in combined with bi-annual activity assessments resulting in efficiency processes. As a result of these initiatives EPL has been able to reallocate approximately 30 FTE to business plan and other high priority initiatives since 2008. EPL believes it has demonstrated that the resources allocated to deliver service are "lean", making it difficult to reduce costs over the next 3 years without impacting services. In the 2016-2018 budget, EPL requested additional funding from City Council in 2017 / 2018 for base level and new service initiatives.
- *Relevance and Reputation Risk:* If EPL is unable to develop new services and ensure services are meeting customer needs, it runs the risk of becoming irrelevant, losing its reputation as a library leader and an innovative organization. EPL's recent recognition as the 2014 Library of the Year has established its reputation North American wide for innovation and customer excellence.

## Impact of Previous Council Decisions

The following highlights operating impacts included in the 2016-2018 EPL budget that are as a result of previous Council decisions.

- Annualization of epl2go literacy van in the amount of \$262,000 (1.9 FTEs) in 2016 (previously approved in 2015 operating budget).
- Operating budget impacts (savings) as a result of the construction of Mill Woods (2016), Calder (2017) and Capilano (2018) library branches is identified in the operating budget: \$74,000 savings in 2016, \$25,000 savings in 2017 and \$113,000 savings in 2018.



## Positive Change—Innovation & Continuous Improvement

EPL is committed to participating in City Council's positive change initiatives which target a 2% annual reduction in City funding through costs savings, continuous improvement and innovation strategies. EPL was provided with annual reduction targets of: \$0.9 million in 2016, \$1.0 million in 2017 and a further \$1.0 million in 2018. Any reductions harvested will be reinvested into EPL to offset increases related to new / enhanced services and base level cost increases. EPL has made best efforts in meeting these targets and has been able to achieve savings of \$971,000 in 2016, \$568,000 in 2017 and \$335,000 in 2018. The following provides an overview of key strategies and opportunities generated by EPL:

### 2016 - \$971,000

- reallocation of ongoing grant funding used in 2015 for fit-up of an eplGO storefront location (\$353,000)
- savings from review of EPL signage and wayfinding initiative (\$151,000)
- savings from program review of building maintenance and operations (\$128,000)
- savings from fleet, utilities, insurance and telephone costs (\$104,000)
- savings from elimination of lease costs as a result of new Mill Woods library branch (\$74,000)
- reallocation of library services position to fund City of Learners new service initiative (\$70,000—1.0 FTE)
- savings from lower corporate system costs (financial, payroll, cash register) (\$68,000)
- elimination of production of paper library guide and promotion of e-version online (\$23,000)

### 2017—\$568,000 and 2018—\$335,000

- savings through reallocation of building lease fit-up costs for the Londonderry library branch and lease cost savings at the Calder and Capilano library branches.

As in previous years, EPL will continue looking for and implementing positive change opportunities to minimize funding impacts on the City of Edmonton.



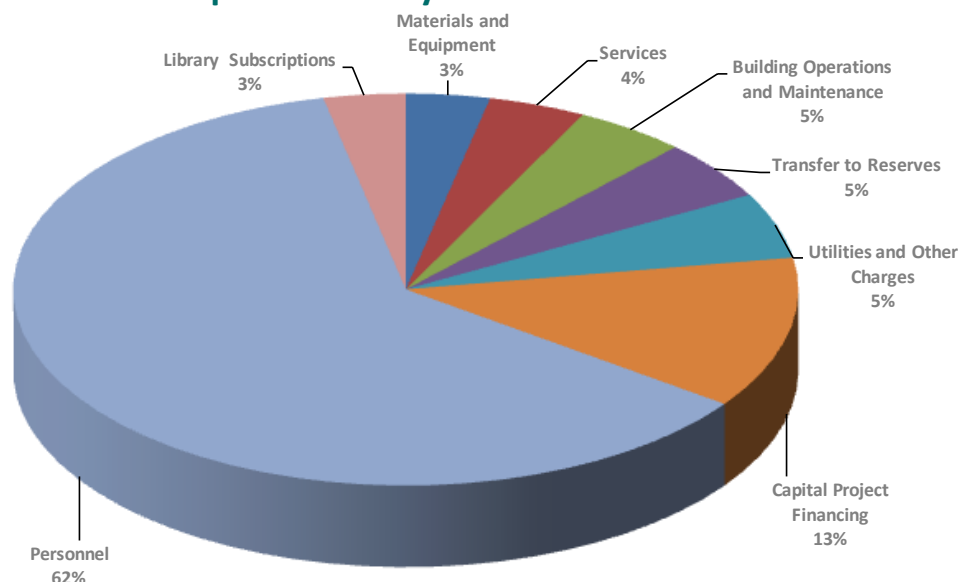
Rendering of Capilano Library Branch

# Edmonton Public Library

## Approved 2016-2018 Budget

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Provincial Grants	4,647	4,581	4,947	4,956	5,128	5,128
General Revenue						
Fines	1,031	917	1,048	963	942	923
Fundraising	238	805	1,457	3,790	3,790	3,790
Other	912	869	787	851	605	613
Transfer from Reserves	1,629	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$8,457</b>	<b>\$7,172</b>	<b>\$8,239</b>	<b>\$10,560</b>	<b>\$10,465</b>	<b>\$10,454</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	30,268	33,102	35,832	37,232	38,959	41,057
Library Subscriptions	1,852	2,053	1,710	2,050	2,146	2,188
Materials and Equipment	1,639	1,989	1,942	2,075	2,174	2,278
Services	1,555	1,624	2,236	2,510	2,500	2,550
Utilities and Other Charges	2,897	2,971	3,242	3,344	3,424	3,484
Building Operations and Maintenance	2,304	2,592	2,702	2,887	2,885	2,956
Transfer to Reserves	209	1,069	580	2,822	3,085	3,386
<b>Subtotal</b>	<b>40,724</b>	<b>45,400</b>	<b>48,244</b>	<b>52,920</b>	<b>55,173</b>	<b>57,899</b>
Capital Project Financing	8,991	7,440	8,687	8,093	8,050	7,532
<b>Total Expenditure &amp; Transfers</b>	<b>\$49,715</b>	<b>\$52,840</b>	<b>\$56,931</b>	<b>\$61,013</b>	<b>\$63,223</b>	<b>\$65,431</b>
<b>Net Operating Requirement</b>	<b>\$41,258</b>	<b>\$45,668</b>	<b>\$48,692</b>	<b>\$50,453</b>	<b>\$52,758</b>	<b>\$54,977</b>
<b>Full-time Equivalents</b>	<b>455.1</b>	<b>480.2</b>	<b>510.5</b>	<b>516.6</b>	<b>517.4</b>	<b>520.7</b>

## Expenditures by Branch 2016 - 2018



# Edmonton Public Library

## Budget Changes for 2016-2018

(\$000)	Net Requirement		
	2016 Budget	2017 Budget	2018 Budget
Previous Year's Budget	\$ 48,692	\$ 50,453	\$ 52,758
Base Budget Changes:			
- Personnel Costs	1,154	1,604	1,866
- Non-personnel Inflation	1,144	229	135
- Transfer to Reserves (fundraising)	2,242	263	301
- Revenue Changes	(2,322)	95	11
Innovation and continuous improvement (2% reduction strategy):	(971)	(568)	(335)
Continuation of EPL Business Plan Initiatives:			
- Literacy Van #3 (approved in 2015 budget but funded through donations - conversion to tax funding in 2016)	262	-	-
- eplGO North (approved in 2015 budget - top up for operating costs in 2016)	52	-	-
- Welcome Baby (approved in 2015 but funded through donations - conversion to tax funding in 2018)	-	-	301
	1,561	1,623	2,279
New Services			
- City of Learners	200	-	-
- eplGO store front location in South Edmonton (2017 \$450 for one time fit-up, 2018 \$390 on-going operational costs)	-	450	(60)
- epl2go Literacy Van #4 (fit-up and part year operations funded through donations in 2016 - conversion to tax funding in 2017)	-	232	
<b>Total Budget Change</b>	<b>1,761</b>	<b>2,305</b>	<b>2,219</b>
<b>Total Budget</b>	<b>\$ 50,453</b>	<b>\$ 52,758</b>	<b>\$ 54,977</b>

### Full-time Equivalents (Incremental Change)

Base Budget Changes:			
- 3 positions to support EPL facilities operation core services	3.0	-	-
Continuation of EPL Business Plan Initiatives:			
- Literacy Van #3 (approved in 2015 budget 1.1 FTEs)	1.9	-	-
New Services			
- epl2go Literacy Van #4 (fit-up and part year operations funded through donations in 2016 - conversion to tax funding in 2017)	1.2	0.8	-
- eplGO store front location in South Edmonton	-	-	3.3
	6.1	0.8	3.3

# Edmonton Public Library

---

EPL has developed a three (3) year budget that achieves the City's reduction and funding targets for 2016. In 2017 and 2018 EPL has been unable to achieve 2% reductions but has met the City funding target to fund base budget cost increases. The following describes key budget increases:

## Budget Changes—Revenue Explanations

### Provincial Grants

- Provincial grant budget includes a library per capita grant and Metro Federation transportation grant to subsidize EPL transportation costs for delivery of library collections to partners in the Edmonton Capital region
- 2016 increase of \$9,000 is due to an adjustment to the Metro Federation grant and 2017 increase of \$172,000 relates to an increase in the per capita grant for anticipated population growth from the civic census in 2016.

### Fines

- Fine revenues have been adjusted to reflect current and anticipated trends in library circulation and the increased use of e-resources which automatically expire on the date the material is due versus physical resources that attract fines. 2016 revenue decreases by \$85,000, 2017 decreases by \$20,000, and 2018 decreases by \$20,000.

### Fundraising

- Fundraising revenues increase as a result of EPL's campaign to raise \$10 million for the Stanley A. Milner Library revitalization.

### Other Revenues

- Other revenues include photocopying, printing, merchandising, interest earnings, meeting room and lease revenues.
- Key changes relate to reduced lease revenues at Stanley A. Milner Library as a result of the construction planned in 2017 and 2018. Lease revenues decrease in 2017 by \$235,000.

## Budget Changes—Expenditure & Transfers Explanations

### Personnel

- In 2016, costs have increased by \$1.4 million as a result of: \$1.0 million in contract settlements, salary/wage adjustments and benefit cost increases; \$0.2 million in funding for 3.0 FTE's for core services to support facility operations (funding from building maintenance has been reallocated to fund 2.0 FTE's); and \$0.2 million for annualization of EPL's third literacy van approved in 2015.
- In 2017 and 2018, costs are increasing by \$1.7 and \$2.1 million due to contract settlements, increment / merit and benefit costs as well as personnel increases related to the epl2go Literacy Van #4 (2017) and eplGo South Edmonton (2018)

### Library Subscriptions

- Library subscriptions represent the electronic library collection purchases (e.g. eBooks, online music subscriptions, streaming video). Due to the increased demand for electronic collections, EPL has shifted funding from library collections budget, included under the "Capital Project Financing" budget line (e.g. books, DVD's, CD's), in 2016 to the Library subscriptions budget. Over 2017 and 2018, incremental costs increases have been included.

### Materials and equipment

- Materials and equipment include stationery, furniture and equipment, IT licensing and maintenance, and hosting costs.
- Cost increases in 2016, 2017 and 2018 are primarily due to higher costs for IT network licensing and maintenance agreements.

## Budget Changes—Expenditure & Transfers Explanations (continued ...)

### Services

- Services include the costs for programming, learning and development, legal / audit, corporate systems, advertising and publicity, and consulting services (e.g. employee survey).
- In 2016, cost increases are for anticipated cost escalation, \$122,000 in additional costs for City of Learners initiative (new); and \$22,000 in annualization costs for the third literacy van.
- Costs decrease in 2018 are primarily due to the Welcome Baby program. The program is being funded from donations to the end of 2017, and in 2018 it is funded through City funding.

### Utilities and Other Charges

- In 2016, costs have increased as a result of lease commitments, utilities and increases in professional development and training required for additional staff.
- Cost increases in 2017 and decreases in 2018 are attributable to commitments for leases (net of savings from Calder and Capilano Branches) and utilities.

### Building Operations and Maintenance

- Cost increases for 2016 are primarily attributable to contractual obligations for security and custodial agreements and 2017 and 2018 reflect anticipated cost escalation.

### Transfer to Reserves

- Transfer to reserves reflect net fundraising revenue transfers to EPL reserves for use in funding the Stanley A. Milner Library project — \$3.4 million annually from 2016 to 2018.
- In addition, funding transfers from EPL reserves are included for initial purchase and fit-up of the fourth Literacy Van included in 2016 in the amount of \$0.3 million and programming costs of \$0.3 million in 2016 and 2017 for Welcome Baby Program.

### Capital Project Financing

- Capital project financing represents funding set aside for EPL expenditures related to library collections (materials), furniture, equipment and vehicles, information technology, and building renewal and rehabilitation.
- Key changes to the 2016 budget include: transfer of \$111,000 in library collection funding to library subscriptions; reduction in funding for replacement of vehicle fleet by \$57,000, reduction of funding for fit-up of eplGO North store front location by \$353,000, reallocation of funding from building renewal and rehabilitation funding to support core facility operations positions (2.0 FTEs) of \$116,000.
- 2017 includes a request for cost escalation for library collections by \$140,000, reduction for one-time Londonderry leasehold improvement costs by \$543,000 started in 2016, a reduction of \$105,000 for Literacy Van purchased in 2016, and the fit up costs for the eplGO store in South Edmonton.
- In 2018, funding is increased for cost escalation of library collections by \$139,000, offset by reductions to 2017 eliminate one time fit-up costs for Londonderry lease and eplGo South Edmonton fit up costs.



# Edmonton Public Library

## Approved 2016-2018 Budget - Program Summary

### Edmonton Public Library

#### Results to be Achieved

EPL shares everything from staff expertise, entertainment, information, early literacy, digital literacy, financial literacy, English language learning classes, and spaces to build community. Services are provided virtually through our website as well as through a physical network of 19 libraries, 10 vehicles and two lending machines.

#### Cost Drivers

Key cost drivers: number of customer visits, hours of programming, number of items borrowed from the library collection, questions answered and public internet sessions.

#### Service Standards

EPL service delivery standards are established through goals and success measures provided through the EPL Board's Strategic Plan, EPL Business Plan and continuous feedback from customers. EPL's efficiency and effectiveness are assessed against other Canadian Urban Libraries and internally, and EPL continues to exceed the average standards delivered by other libraries.

#### Resources

((\$000))	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
Revenue & Transfers	\$ 8,457	\$ 7,172	\$ 8,239	\$ 10,560	\$ 10,465	\$ 10,454
Expenditure & Transfers	49,715	52,840	56,931	61,013	63,223	65,431
Net Operating Requirement	\$ 41,258	\$ 45,668	\$ 48,692	\$ 50,453	\$ 52,758	\$ 54,977
Management		47.0	47.0	47.0	47.0	47.0
Professional/Union Exempt		11.0	11.0	11.0	11.0	11.0
Union		422.2	452.5	458.6	459.4	462.7
Full - Time Equivalents		480.2	510.5	516.6	517.4	520.7

#### Services

Free library cards with no expiration

Physical materials including books, magazines, newspapers, CDs, DVDs, video games and more

Digital resources including eBooks, audiobooks, streaming music and videos, eLearning databases and more

Access to technology, such as Chromebooks, Raspberry Pis, eReaders, and creative equipment in the EPL Makerspace and branches

Early literacy programming, featuring Sing, Sign, Laugh and Learn, Family Storytime and more

Teen activities through Tween and Teen Lounges, Reading Buddies volunteer opportunities and more

Workshops and author events through the Writer in Residence

Financial literacy and English Language Learning classes

Digital public spaces, such as a local music and poster collection through Capital City Records

Aboriginal Collection, as well as material in over 40 world languages

Outreach services for vulnerable Edmontonians

Early literacy outreach through the Welcome Baby program in branch and at public health centres

Services provided to under-served areas in innovative ways through epl2go Literacy Vans and eplGO locations

Free Internet and basic computer training

Partnerships with over 350 local organizations through community librarians

Meeting space and study rooms

#### Changes in Services for 2016-2018

- Addition of fourth Literacy Van
- Implementation of City of Learners program
- Establishment of one additional eplGO Storefront location in south Edmonton
- Opening of two new library branches in Calder and Capilano

# Edmonton Public Library

**Program - Edmonton Public Library**  
**Title - City of Learners**

**New or Enhanced Service**  
**Funded**  
**Ongoing**

## Results to be Achieved

In 2008, then Councillor Don Iveson led a group of learning sector stakeholders to explore the idea of a learning city project. Based on stakeholder discussions and input from multiple community dialogues, the Edmonton City of Learners Initiative developed the Community Foundational Learning Plan, with three priority focuses: early learning, health and learning, and literacy. Since City Council established EPL as "the home of the City of Learners" a governance model has been established and a Community Steering Committee formed. The City of Learners and temporary manager position, hired in 2014, has worked to understand priorities, concerns and potential stakeholders, and is currently developing a one-year action plan for next steps.

## Description

The Edmonton Public Library Board's 2014-18 Strategic Goals focuses on learning as one of its four strategic directions. Other cities in Canada, like Vancouver, Fredericton and Grande Prairie, also have learning community initiatives which have contributed to enhanced livability, a key plank of Edmonton City Council's vision. The budget request includes funding for a position to coordinate this initiative, support costs (stationery, training), engagement and programming costs.

	<u>2016</u>	<u>2017</u>	<u>2018</u>
Personnel	\$ 71	\$ 71	\$ 71
Program and support costs	129	129	129
	200	200	200
Incremental Change	<u>\$ 200</u>	<u>\$ -</u>	<u>\$ -</u>

## Justification

This aligns with the Business Plan information presented to City Council Community Services Committee in May 2015. In brief, "the Edmonton Learning City Initiative seeks to elevate the importance Edmontonians attach to learning in all aspects and stages of their lives. The focus of the initiative is to create a network of organizations to stimulate a culture of continuous learning available to all Edmontonians. Embracing learning as a foundational principle in our community will better prepare us to meet the challenges of our complex and competitive world" (Edmonton Community Learning Plan).

Incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$200	-	200	1.0	(\$0)	-	(0)	-	\$0	-	0	-
<b>Total</b>	<b>\$200</b>	<b>-</b>	<b>200</b>	<b>1.0</b>	<b>(\$0)</b>	<b>-</b>	<b>(0)</b>	<b>-</b>	<b>\$0</b>	<b>-</b>	<b>0</b>	<b>-</b>



# Edmonton Public Library

## Program - Edmonton Public Library Title - Alternative Service Delivery Model - epl2go Literacy Van

**New or Enhanced Service  
Funded  
Ongoing**

### Results to be Achieved

EPL continues to look for alternative non-traditional approaches to meet the demands of an ever growing City. Population is anticipated to grow over the next 10 years and EPL is looking for innovative ways to serve these growing communities. EPL literacy vans will bring library programs and services and the latest technology resources to Edmontonians who don't have easy access to physical library branches – those who live in new or underserved communities throughout our growing city. epl2go can bring the library experience to people at city facilities, parks, schools, childcare facilities, hospitals, community leagues, organizations and institutions.

### Description

This service package includes the one-time fit-up and operating costs for a fourth van. The epl2go Literacy Vans will expand the range of services and staff outside EPL walls. This service delivery model offers fundamental ways to connect with our communities and customers and most importantly, meet the needs of underserved areas of Edmonton to build early and digital literacy skills. Also included in this proposal are storage units and programming equipment. Customers will have access to mobile labs and staff instruction for digital literacy skills. Early literacy programs will be provided in underserved areas of the community and at events. Four literacy vans – one for each quadrant of the city – have initially been made possible due to ongoing donations to the library with ultimate sustainable funding for operating costs coming from tax funding.

	<b>2016</b>	<b>2017</b>	<b>2018</b>
Operating	\$ 91	\$ 232	\$ 232
One Time	184	-	-
	<b>\$ 275</b>	<b>\$ 232</b>	<b>\$ 232</b>
Incremental Change	<b>\$ 275</b>	<b>\$ (43)</b>	<b>\$ -</b>
Fundraising	\$ 275	\$ -	\$ -
Tax funding	\$ -	\$ 232	\$ 232

### Justification

This aligns with the Business Plan information presented to City Council Community Services Committee in May 2015. As indicated in EPL's Branch Development Guidelines, new library branches are built in communities when the population reaches 20,000 and is projected to grow to 30,000-35,000 in the next five years. EPL's Business Plan identifies objectives to explore alternative service delivery methods to meet the needs of underserved areas of Edmonton and to provide early and digital literacy services when and where customers need them. While the Capital Plan reflects the addition of branches in growing areas, the Library is unable to secure funding as quickly as required to serve the growing population of Edmonton. When funding is not available, EPL looks at alternative ways to serve the community through non-traditional approaches. epl2go literacy vans provide library services to underserved communities. As an interim measure, EPL's strategy outlines alternative non-conventional service delivery methods. Failing to fund these alternative service models prevents EPL from serving its customers in growing areas where library services are not available.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	\$232	-	232	0.8	(\$0)	-	(0)	-
<b>Total</b>	-	-	-	-	<b>\$232</b>	-	<b>232</b>	<b>0.8</b>	<b>(\$0)</b>	-	<b>(0)</b>	-

# Edmonton Public Library

<b>Program -</b> <b>Title - Alternative Service Delivery Model - eplGO</b> <b>Service Point (Storefront Model - South)</b>	<b>New or Enhanced Service</b> <b>Funded</b> <b>Ongoing</b>
--	---

## Results to be Achieved

EPL continues to look for alternative ways of providing library services through non-traditional approaches to meet the demands of an ever growing City. Population is anticipated to grow over the next 10 years and will be expanding the use of eplGO store front locations in growth communities that are currently underserved. EPL will be targeting south Edmonton for another location in 2017.

## Description

Implementation of eplGO store front library locations (small footprint rental spaces - max 3,000 sq. ft.) in growing areas of the City provides an interim solution in meeting the demands of customers in neighbourhoods without easy access to a physical library. Services will range according to the needs of the community and may include programming, holds pick-up, limited popular collections, and wireless and internet accessibility. Resources included in this service package are for one location to be implemented in 2017. The funding request includes one-time fit-up costs for a leased facility, staffing (3.3 FTEs) and operating costs.

	<u>2016</u>	<u>2017</u>	<u>2018</u>
Operating	\$ -	\$ -	\$ 390
One Time	-	450	(450)
	<u>\$ -</u>	<u>\$ 450</u>	<u>\$ (60)</u>
Incremental Change	<u>\$ -</u>	<u>\$ 450</u>	<u>\$ (510)</u>

## Justification

This aligns with the business plan information presented to City Council Community Services Committee in May 2015. As indicated in EPL's Branch Development Guidelines, new library branches are built in communities when the population reaches 20,000 and is projected to grow to 30,000-35,000 in the next five years. EPL's Business Plan identifies objectives to explore alternative service delivery methods to meet the needs of underserved areas of Edmonton and to provide early and digital literacy services when and where customers need them. While the Capital Plan reflects the addition of branches in growing areas, the Library is unable to secure funding as quickly as required to serve the growing population of Edmonton. When funding is not available, EPL looks at alternative ways to serve the community through non-traditional approaches. eplGO sites provide that opportunity to provide under-served communities access to library services. As an interim measure, EPL's strategy outlines alternative non-conventional service delivery methods. Failing to fund these alternative service models prevents EPL from serving its customers in growing areas where library services are not available.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	\$450	-	450	-	(\$60)	-	(60)	3.3
<b>Total</b>	-	-	-	-	<b>\$450</b>	-	<b>450</b>	-	<b>(\$60)</b>	-	<b>(60)</b>	<b>3.3</b>

# Edmonton Public Library

## Program - Edmonton Public Library Title - Welcome Baby Program

**New or Enhanced Service  
Funded  
Ongoing**

### Results to be Achieved

EPL continues to look for alternative ways of providing library services through non-traditional approaches to meet the demands of an ever growing City. Launched in the fall of 2013, EPL's Welcome Baby program is currently is funded from donations and sponsorships, but this revenue cannot be relied on to sustain the program for the long term.

### Description

The Welcome Baby program puts our award-winning early literacy programs into the hands of newborns and their parents outside of the library walls, through public health clinics as part of the two-month immunization. Delivered in partnership with Alberta Health Services, Welcome Baby kits are now given out at all Edmonton area public health clinics. The program was intended to be funded from donations and sponsorships until 2018 at which time City funding would be requested to provide sustained funding.

	<u>2016</u>	<u>2017</u>	<u>2018</u>
Operating	\$ 301	\$ 301	\$ 301
One Time	-	-	-
	<u>\$ 301</u>	<u>\$ 301</u>	<u>\$ 301</u>
Incremental Change	<u>\$ 301</u>	<u>\$ -</u>	<u>\$ -</u>
Donation / Sponsorship	\$ 301	\$ 301	\$ -
Tax funding	\$ -	\$ -	\$ 301

### Justification

This aligns with the Business Plan information presented to City Council Community Services Committee in May 2015. Recent research by the Edmonton Early Literacy Mapping Coalition (a collaboration that includes Alberta Education and the University of Alberta) found that less than 50% of children entering kindergarten in Edmonton are ready for school - worse results than both the provincial and federal averages. Each Welcome Baby kit includes a book, reading recommendations, nursery rhyme CD, literacy tips for parents and an invitation to get a library card. Books, rhymes and story time are the first steps in a lifetime of reading, language development and success later in life. With this program EPL will reach over 90% or approximately 12,000 babies born in our city each year - growing our reach from less than 3,000 before this program launched.

Incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$301	-	301	-
<b>Total</b>	-	-	-	-	-	-	-	-	\$301	-	301	-

# Edmonton Arts Council

## Introduction

The Edmonton Arts Council (EAC) exists to support and promote the arts community in Edmonton. It is supported in this by the City of Edmonton through a service agreement. That service agreement is due for renewal in 2016.

The EAC was founded in 1995 and currently has 400 members (400 in 2014) including artists, arts and festival organizations, arts patrons and community leaders. The EAC works with the City, its agencies, and the arts community in Edmonton for the benefit of all citizens.



Elders guiding Channeling Connections Indigenous arts gathering. (l-r) Elders Francis Whiskeyjack, Gloria Laird, Minnie Freeman, Jo-Ann and Jerry Saddleback. Photo credit: Brad Crowfoot

## MAJOR SERVICES AND ACTIVITIES

- Provided grants to support the work of qualified not-for-profit arts and festival organizations and individual artists.
- Completed the Audit of Programs and Offerings for Aboriginal Artists to build a foundation of sustainable support for our urban Aboriginal artists. Among the recommendations in the final report was for the EAC to host an Aboriginal arts gathering. Our goals for the gathering were to engage with artists and meet with other prairie arts funding bodies that are exploring similar initiatives. This event was hosted in May 2015. Work has begun with the Aboriginal Initiatives Committee to implement the remaining recommendations. Outreach to artists from diverse communities continues to ensure that all our processes reflect the full demographic composition of our city. The Audit of Programs and Offerings for Aboriginal Artists follows our ongoing implementation of recommendations in the EAC Cultural Diversity Audit Final Report.
- As part of the Truth and Reconciliation National Event, the EAC facilitated the creation and installation of a second mural in the Grandin LRT station. *Stations of Reconciliation* creates context for the original mural, illuminating the healing power of art.
- Implemented priority programs outlined in the *Art of Living*, the City's 10-year cultural plan (2008-2018) although challenges are apparent as economic pressures on arts and festival organizations are increasing at a rate greater than available operating funds.
- Ongoing remediation and conservation of the Civic Art Collection along with administering the City's public art programs. Conservation demands are growing as artwork acquired by the City many decades ago were subject to environmental damage without assessment and remediation. Future conservation reserves are being depleted to address historic conservation needs.



# Edmonton Arts Council

- Initiated the New Pathways for the Arts program in order to enable our arts and festival organizations to use innovative solutions to address the changes in demographics, technology, social policy and audience composition that come with changes in the sector. 20 organizations have successfully completed phase I of the New Pathways program. In addition, 8 local administrators have completed training to facilitate adaptive change workshops so that skill remains in our community. Phase II (individual organizational coaching) has been implemented with 11 organizations participating.
- Supported and produced, on request by the City, special arts and culture projects.
- Monitored and led discussions pertaining to arts and cultural policies for the City of Edmonton.
- Participated in civic forums and committees.

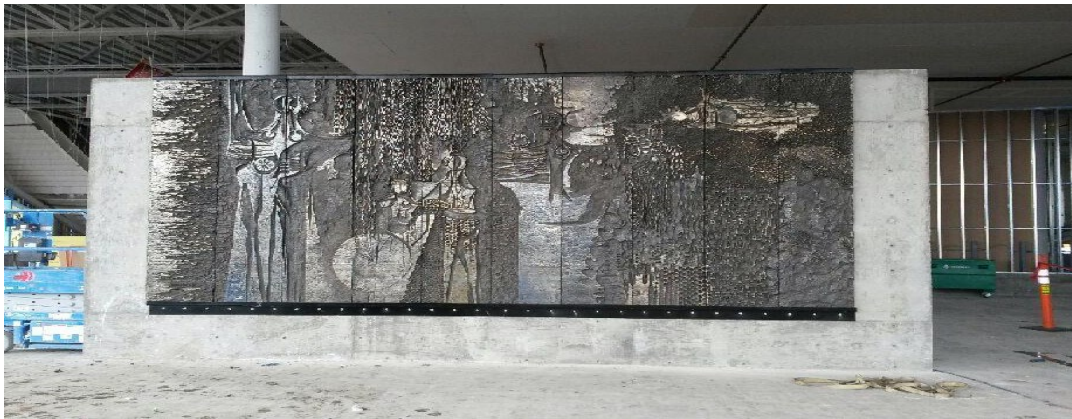


## Opportunities and Challenges

- Arts and culture activities are fundamental to achieving many outcomes in the City's The Way Ahead plan.
- Opportunity to maintain effective civic investment for arts and festivals through continuing to meet established targets in the Art of Living.
- Opportunity to maintain the momentum through outreach to artists in diverse communities and Aboriginal artists in order to support their activities through existing and new programs, create and develop alternative ways to support artists and arts activities, especially for emerging, culturally diverse, Aboriginal and senior artists.
- Opportunity to support emerging opportunities for development of space for arts and culture in the City-EAC and Arts Habitat Association work together in developing these opportunities.
- Opportunity to capture the momentum of the Art of Living and its successful implementations to begin work on the next cultural plan for the City.
- Demand for our programs and services have been steadily increasing since 2010 resulting in intensified workload for staff. To secure our stable staff structure and to ensure accessibility to our programs and services for as many current and future members of the arts community, the EAC will need to bring our staff compensation and benefits closer to market values.

# Edmonton Arts Council

- Conservation of the existing civic art collection has impacted available funds from new and recent projects. Remediation, repair and maintenance of artwork acquired since the 1950s remains the key focus. In addition the EAC has learned that without scheduled and ongoing preservation over the lifetime of the work, remedial work quickly depletes reserve funds set aside for this purpose. Aging pieces in the collection have been assessed, repaired and cleaned with funds from recently acquired Public Art projects. The EAC will need supplementary support in future years to maintain these efforts.
- Arts facilities in Edmonton are facing major lifecycle replacement issues. Significant capital requests for infrastructure improvement and maintenance can be expected within the next 5 to 10 years.
- With significant growth in the City and in the arts sector funding of existing and new activities will require additional support in the upcoming years.



Untitled iron relief mural by Jordi Bonet, (1967) undergoing conservation treatment. All photos by David Turnbull  
Installation coordinated and executed by the EAC Conservation department at Millwoods Public Library



Grand opening of Millwoods Public Library May 2015.



## Current Service Level

In our 20<sup>th</sup> year, **41** (40 in 2014) **established Festival Organizations** funded; **9** (8 in 2014) **new/emerging Festival Organizations** funded - this funding supports the operations of eligible festivals within the corporate limits of the City of Edmonton.

**116** (109 in 2014) **Arts Organizations** funded – this funding supports the operations of eligible arts organizations whose activities take place within the corporate limits of the City of Edmonton. Included are the Cornerstone Organizations in Edmonton who also own/operate major facilities: Citadel Theatre, Winspear Centre/Edmonton Symphony Orchestra, Fringe Theatre Adventures, and the Art Gallery of Alberta.

**200 projected** (219 in 2014) **Individual Artists** supported – this funding supports the creation, development, curation, exhibition or production of work in any art form by qualified individual artists resident in the City of Edmonton. The funding includes dedicated support to artists from cultural diverse backgrounds. The funding also supports travel by eligible applicants for qualified purposes.

**18** (25 in 2014) **Arts Facilities** funded - this funding supports a portion (up to 25%) of annual expenses associated with maintaining clean, well-lighted, heated and secure facilities with significant public access. In 2015, funding for museums was moved to the Edmonton Heritage Council resulting in the reduction in the number of facilities supported.

**5** (8 in 2014) **One Day Celebrations** funded – this funding supports the operations of eligible organizations that produce one-day cultural celebrations and parades within the corporate limits of the City of Edmonton.



Art Gallery of Alberta Photo by MN Hutchinson, Calgary



## Current Service Level Continued

### Public Art

**11 to date** (9 in 2014) public art projects from the Percent for Art began; **13** (12 in 2014) were completed; **10** are ongoing and began prior to 2014 to be completed in 2016 or later. Two transitory public art projects were initiated with two completed, and two ongoing (both to be concluded in 2016).

Conservation work was done on **68** (48 in 2014) artworks in the civic collection. Of these, **32** underwent significant conservation work. Restoration and relocation of an iron mural by artist Jordi Bonet to the new Millwoods Library was a major project for the Conservation department.

The on-line gallery of the City's public art collection is continually updated.

### Arts Habitat Association

- Operate and manage Arts Hub 118 Housing Cooperative (16 housing units).
- Operate and manage McLuhan House a municipal heritage resource in the Highlands neighbourhood. Main floor contains a display of twenty historic portraits of the McLuhan family, artist studio in backyard workshop, offices for Arts Habitat and the Edmonton Poetry Festival. The main floor is available for rentals for small-scale events.
- Lead the on-going development of Artists Quarters, a \$50 million mixed-use arts facility in the Quarters Downtown. Combining a tower containing 64 residential live/work units and a podium with 60,000 sq. ft. for arts organizations and artist studios. Anticipated completion fall 2018. Partner: Artists Urban Village.
- Lead the on-going development of ArtsCommon 118, a \$10 million community arts hub in the Alberta Avenue neighbourhood. Anticipated completion fall 2017. Partner: Arts on the Ave.
- Edmonton Space Finder: maintain, service and update the website and database. Partners: Edmonton Chamber of Voluntary Organizations, Multicultural Coalition for Equity in Health & Wellbeing and the City of Edmonton.
- Community Outreach:
  - \* Maintain the Space Seeker database that holds information on all individual artists and arts organizations that are seeking space.
  - \* Update the Arts Habitat Survey on Space Needs & Issues.
  - \* Maintain a Cultural Spaces Inventory.

# Edmonton Arts Council

## Approved 2016 - 2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Expenditure &amp; Transfers</b>						
Arts Organizations	5,210	4,804	4,876	4,960	5,061	5,161
Festivals	1,874	1,910	1,938	1,972	2,012	2,052
Projects	880	1,403	1,425	1,449	1,478	1,507
Arts & Museums Facilities	1,084	1,106	1,122	1,141	1,164	1,188
Individual Arts	761	775	787	801	817	833
Community Arts	483	492	492	501	511	521
Multicultural Outreach	109	111	120	122	125	126
Celebration Grants	41	45	45	45	45	47
EAC Operating	1,103	1,125	1,143	1,283	1,428	1,570
<b>Total Expenditure &amp; Transfers</b>	<b>\$11,545</b>	<b>\$11,771</b>	<b>\$11,948</b>	<b>\$12,274</b>	<b>\$12,641</b>	<b>\$13,005</b>
<b>Net Operating Requirement</b>	<b>\$11,545</b>	<b>\$11,771</b>	<b>\$11,948</b>	<b>\$12,274</b>	<b>\$12,641</b>	<b>\$13,005</b>

## Budget Changes for 2016-18

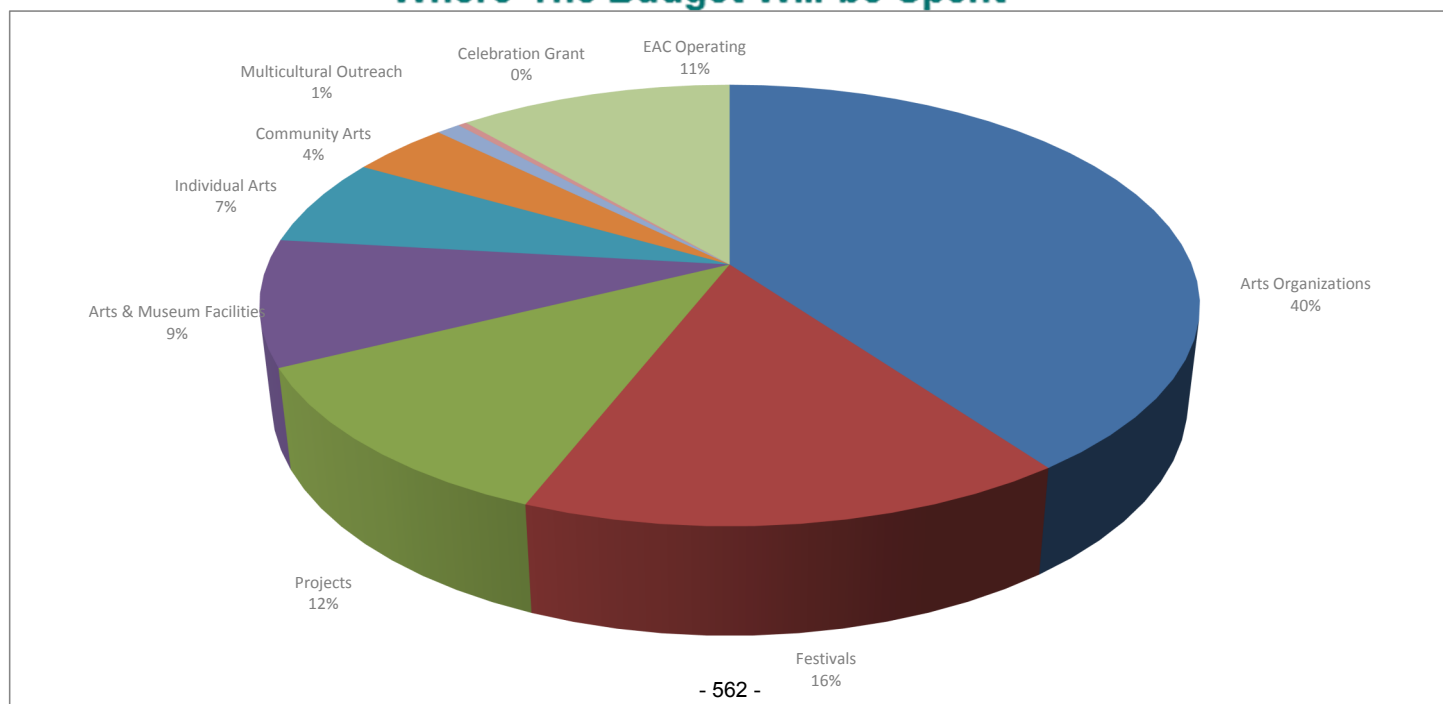
(\$000)

### Expenditures & Transfers - Changes

General inflation increases have been applied over the 2016-18 period

During the 2016-18 Budget Deliberations on November 27, 30 and December 1-3, 2015, Council approved Operating Amendment 1.1 - That Edmonton Arts Council Operating Budget be increased by \$120,000 in 2016, \$120,000 in 2017 and \$120,000 in 2018 to fund the Edmonton Arts Council Operations service package on an ongoing basis with funding from funding available from Council

## Where The Budget Will be Spent



# Edmonton Arts Council

## Branch - Arts Council

**Program -**  
**Title - EAC Operations**

**New or Enhanced Service**  
**Funded**  
**Ongoing**

### Results to be Achieved

The Edmonton Arts Council's strategies and programs enhance and contribute to the goals in the City of Edmonton's 10-year strategic plan "The Way We Live," as well as goals #1 and #5 of "The Way Ahead." Our initiatives, ranging from the Cultural Diversity in the Arts project grant, funding for Aboriginal artists, festivals and arts organizations, and free daily programming in Churchill Square, help to create an inclusive and affordable community in Edmonton.

### Description

The Edmonton Arts Council is experiencing increased demand for our programs and services, which has led to an increased workload for staff. In recognition of the many people who now make Edmonton their home, we have an additional staff position dedicated to outreach to artists from diverse or marginalized communities. Our last increase to our operations from City Council was in 2011 (\$300,000). EAC employees have nominal benefits so a retirement savings plan and adjusted compensation levels should be offered. In addition, the EAC is due for a technology review and upgrade.

During the 2016-18 Budget Deliberations, on November 27, 30 and December 1-3, Council approved Operating Amendment 1.1 - That the Edmonton Arts Council Operating Budget be increased by \$120,000 in 2016, \$120,000 in 2017 and \$120,000 in 2018 to fund the Edmonton Arts Council Operations service package on an ongoing basis with funding from funding available for City Council

### Justification

The EAC is driven by a group of exceptionally dedicated individuals. We have developed a critical mass of skills, experience and synergy that serves artists, arts organizations and festivals and the public at large. To secure our stable staff structure and to ensure accessibility to our programs and services for as many current and future members of the arts community, the EAC will need to look at upgrades in equipment and to bring our staff compensation and benefits closer to market values. Non funding of the service package may lead to lower employee retention levels and outdated equipment leading to less services being offered to artists and the public.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$120	-	120	-	\$120	-	120	-	\$120	-	120	-
<b>Total</b>	<b>\$120</b>	<b>-</b>	<b>120</b>	<b>-</b>	<b>\$120</b>	<b>-</b>	<b>120</b>	<b>-</b>	<b>\$120</b>	<b>-</b>	<b>120</b>	<b>-</b>

# Edmonton Combative Sports Commission

---

## Introduction

### Governance

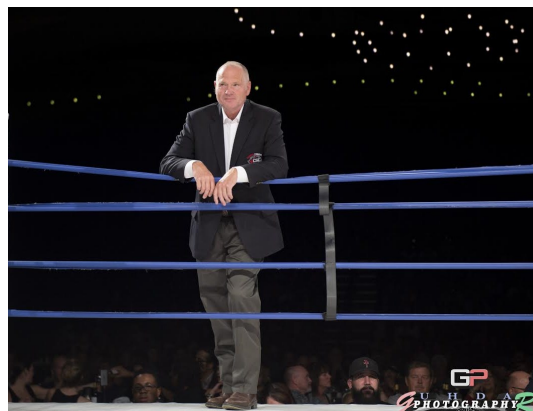
- The Edmonton Commission provides advisory and liaison services to City Council, industry stakeholders, national and international sanctioning bodies and to the general public.
- Through municipal legislation, the Commission sets policies and procedures governing the licensing of promoters, competitors and events in Edmonton, based on feedback from industry stakeholders, input from associated sanctioning bodies and regular communication with other combative sports commissions across Canada.
- In 2015, the Commission continued to provide effective governance and regulatory oversight of the industry.

### Operations

- The Edmonton Commission manages an officials' pool in excess of 60 event officials including referees, judges, dressing room inspectors, score keepers, timers, ring generals, and ringside physicians.
- In 2015, the Commission provided governance and stewardship to promoters and competitors in 8 professional mixed martial arts events, 4 professional boxing events and 40 professional wrestling events.
- The Commission attended the annual conference of the Association of Boxing Commissions, which governs boxing and MMA in North America, to be informed of the latest rule and operating procedures in combative sports and at the same time presented a research paper on concussion testing in Edmonton. The Commission is considered as an industry leader in the collection of research data intended to improve fighter safety.
- The Commission was asked to attend the annual conference of the Association of Ringside Physicians to facilitate a workshop on women in combative sport
- City Administration provided support services to the Commission, in all facets of its work, in 2015.

### Other Activities

- The Commission has attempted to operate at a cost recovery level, but even with licensing fees that are the highest in the country, this has not been possible. The Commission dipped into its reserves and has paid its own operation for the past two years, exhausting its financial reserves.
- The Commission continues to work with provincial authorities in the pursuit of a provincial combative sports commission. With Saskatchewan and British Columbia having created provincial commissions this year, the province of Alberta remains the only province that has not undertaken provincial legislation to create a provincial combative sports commission.

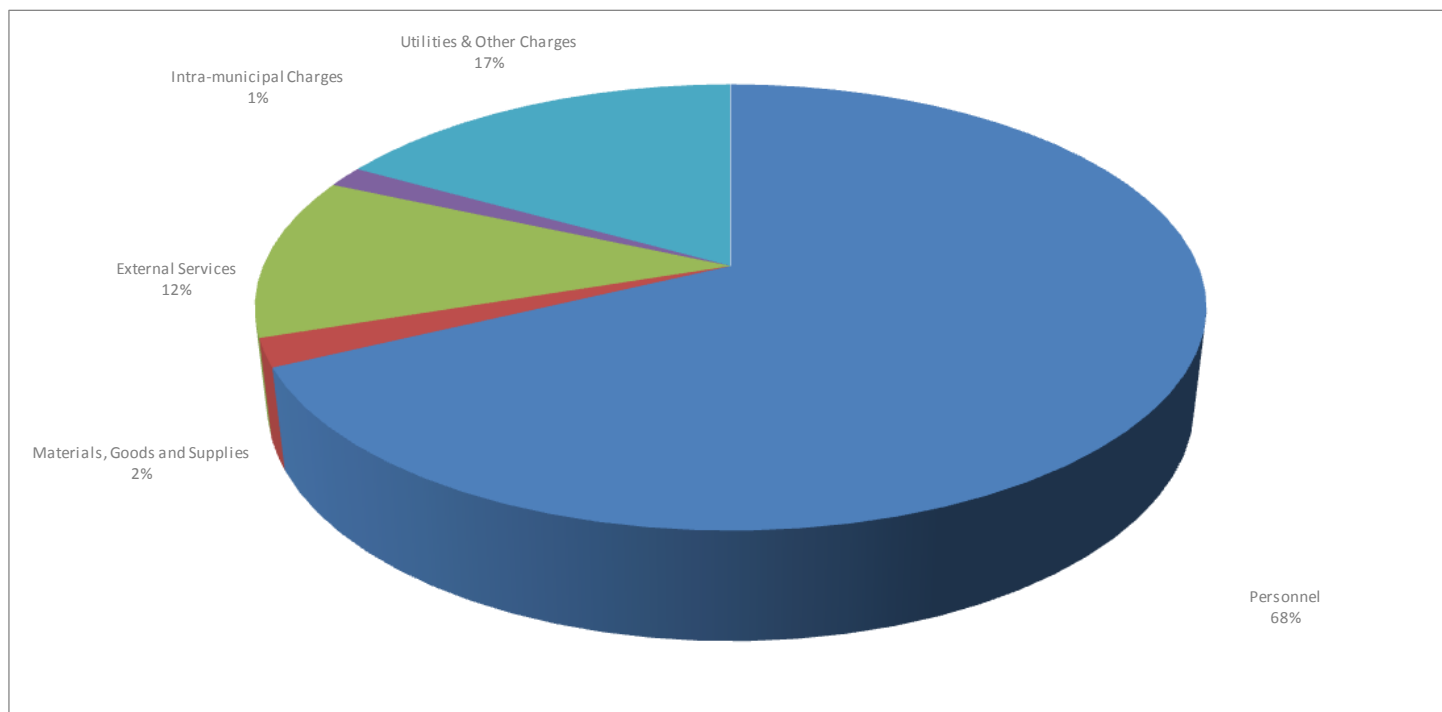


# Edmonton Combative Sports Commission

## Approved 2016 - 2018 Budget - Department Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	72	74	60	60	60	60
<b>Total Revenue &amp; Transfers</b>	<b>\$72</b>	<b>\$74</b>	<b>\$60</b>	<b>\$60</b>	<b>\$60</b>	<b>\$60</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	118	121	130	133	(3)	(3)
Materials, Goods, and Supplies	8	5	4	4	4	4
External Services	13	6	23	23	23	23
Intra-municipal Charges	(236)	2	3	3	3	3
Utilities & Other Charges	24	19	33	33	33	33
Subtotal	(73)	153	193	196	60	60
Intra-municipal Recoveries	-	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>(\$73)</b>	<b>\$153</b>	<b>\$193</b>	<b>\$196</b>	<b>\$60</b>	<b>\$60</b>
<b>Net Operating Requirement</b>	<b>(\$145)</b>	<b>\$79</b>	<b>\$133</b>	<b>\$136</b>	<b>-</b>	<b>-</b>
<b>Full-time Equivalents</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>	<b>1.0</b>

## Where The Budget Will be Spent



# Edmonton Combative Sports Commission

---

## Budget Changes for 2016 - 2018

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc.

No changes from previous year

### Expenditures & Transfers - Changes

#### Personnel

Increase from movement toward job rate, changes in benefits and approved cost of living adjustments.

During the 2016-18 Budget Deliberations on November 27, 30 and December 1-3, Council approved OP 6 (Operating Budget Amendment) that the Edmonton Combative Sports Commission Operating Budget be reduced by \$136,000 in 2017 on an ongoing basis with funding released to tax levy. This reduction has been recorded as a budgeted personnel recovery to fund the Executive Director.

#### Material, Goods & Supplies

No changes from previous year.

#### External Services

No changes from previous year.

#### Intra-municipal Services

No changes from previous year.

#### Utilities & Other Charges

No changes from previous year.

#### Intra-municipal Recoveries

No changes from previous year.

### Full-time Equivalents - Changes

No change from previous year.

Page intentionally left blank



# Edmonton Federation of Community Leagues



Edmonton community leagues participating in the 2015 K-Days Parade.

## Growth Study Underway: EFCL Strategic Plan Completed

The Edmonton Federation of Community Leagues has reached a major turning point in its evolution.

First of all, we are pleased to report that we have completed work on our long term strategic plan. This is a foundational document that outlines the areas in which the federation will focus its efforts for many years to come.

As can be seen in the chart (right), six key strategies have been identified, first with the development and articulation of a Vision and Mission statement (which is well underway), followed by five key directions.

Quickly summarized, they are to help

the leagues with citizen engagement and advocacy, broaden their appeal to all demographics, help directors learn new skills and become better leaders help with league operations and raise the profile of the leagues and their many volunteers.

The federation feels very comfortable with this document, as it was very well researched and represents the culmination of extensive interviews with our members and other key stakeholders, including the City of Edmonton.

Now that this plan has been endorsed by our board and general membership, we feel we can move forward with confidence, that we are doing the things everyone wants us to do.

Vision

Advocacy and Engagement

Broadening Our Reach and Diversity

Supporting League Leadership and Capacity

Building an Efficient Operations Model

Championing Leagues

# Edmonton Federation of Community Leagues

Our next big challenge is to determine how we can grow the organization so that it can pursue each of these strategies more fully and do a better job of meeting everyone's expectations.

This is the reason we have launched our growth strategy.

Thanks in part to funding from the City of Edmonton, the federation has hired a consortium of consultants to work with its staff, board and a select group of members and stakeholders to prepare a roadmap to the future. Building upon the strategic plan, the growth plan will help us accomplish three key tasks.



Supporting leagues by providing them with training sessions on social media is just one way the EFCL can help leagues grow in today's communications world.

First, it will help us prioritize the many projects and programs we would like to undertake. Secondly, it will identify the resources we will need and a plan for acquiring these resources. And finally, from a management and governance standpoint, it will give us some direction on how to restructure our organization in order to accommodate a greater workload.

It our intention to complete work on our growth plan by the end of January, 2016. We look forward to presenting it to City Council shortly thereafter.

## 2015 EFCL Highlights

The EFCL would like to quickly touch on a few highlights from this past year.

Thanks to the development of a new website and an easy-to-use membership purchase function, the federation's online service is on track to sell approximately one quarter of all the community league memberships sold in 2015/2016.

This is an amazing turn of events, given that we only began to offer this service a few years ago and many questioned the wisdom of getting into this business at that time.

This year also saw us focus a good deal of our effort on promoting the leagues. This included a return of our highly successful Community League Showcase, where approximately \$30,000 in corporate sponsorship helped us put together a gala event where 35 leagues and over 200 individuals were acknowledged for the work they did this past year.



Held at the Santa Maria Goretti Centre, the EFCL 2015 Showcase event honoured 35 leagues and over 200 volunteers for their tireless volunteer efforts and contributions to both the city and the communities they serve.



# Edmonton Federation of Community Leagues

Other highlights included the K-Days Parade, where 20 leagues and 100 volunteers didn't let a steady downpour dampen their spirits; a booth at Heritage Days where approximately 60 EFCL volunteers helped us bring our community league message to thousands of newcomers and finally, our signature event – Community League Day – where once again, approximately 100 leagues opened their doors to welcome, connect and engage local citizens.

(Right) One of 60 volunteers who helped at the EFCL Welcome pavilion during this year's 40th servus Heritage Festival. (Below) Montrose residents enjoy a delicious community BBQ during the league's #2014CLDay event.



We also put the focus on increasing our social media presence and engagement with both our leagues and Edmontonians. This resulted in a 30% average increase in both followers and friends on Twitter and Facebook, plus thanks to a targeted campaign on Community League Day, we were successful in getting the hashtag #2014CLDay trending in Edmonton on Sept. 20, 2014.

In addition, we once again offered a full day of workshops for league directors at our Leagues Alive board development conference, which has become a staple part of the federation's service to its 157 leagues. We followed this with five online media workshops for leagues who were incorporating social media into their communication strategies; a total of 39 leagues took advantage of these training sessions.

# Edmonton Federation of Community Leagues

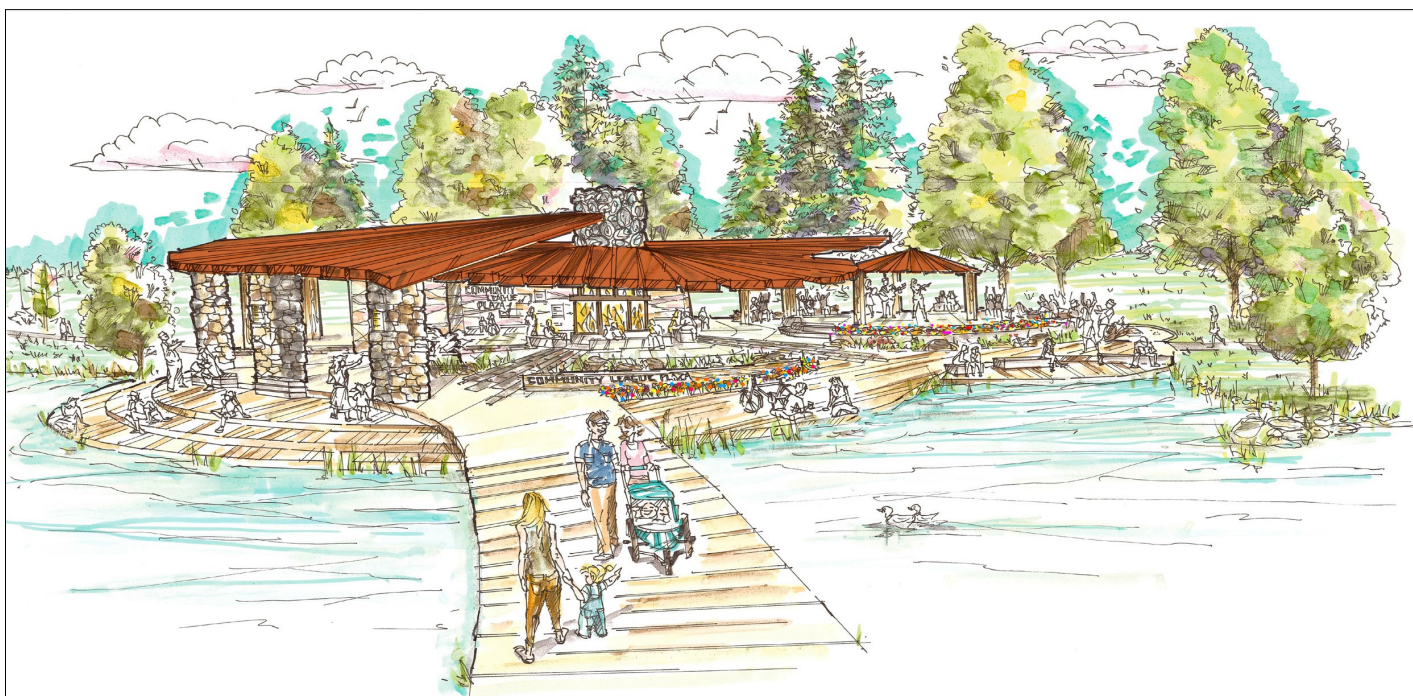
We also offered help to leagues that were dealing with civic issues, such as infill housing and traffic shortcutting and speeding through neighbourhoods.

We are also pleased to report that our 100<sup>th</sup> Anniversary Project, which is by far the largest project the EFCL has ever undertaken, is on budget and on schedule. With the conceptual plan complete and over \$2 million raised, work is going full speed ahead on design drawings, facility and equipment procurement so that construction of Phase One can commence in the spring of 2016.

At a cost of just over \$1.4 million, Phase One will focus on the development of a Community League Plaza, an all-season gathering area that will host small scale events and be the primary place of information about community leagues. A central gas fireplace will be the prominent feature, with areas to sit, engage in an activity, have a picnic, or simply enjoy the nature and beauty of the natural surroundings.

Phase Two is scheduled for 2017 and will focus on the restoration of the existing stream and installation of 0.7 km of new pathways. This phase will transform the stream and pathways with upgraded pedestrian crossings, waterfall and picturesque viewpoints to enhance site appeal. There will also be a new trail to access the Heritage Amphitheatre. Interpretive elements along the pathways will communicate the history of Edmonton's Community Leagues, such as the partnership evolution between leagues and the City of Edmonton.

A third phase is tentatively scheduled for 2018 and it features a secondary plaza that will include information displays, seating opportunities, viewing of the pond and a connection to the planned water play project located to the east. We say tentatively, because we know we have a good deal of fundraising to do before we will launch that particular phase.



Architectural drawing of the main plaza of the EFCL 100th Anniversary Project at Hawrelak Park.



# Edmonton Federation of Community Leagues

---



The annual EFCL Leagues Alive Conference offers a wealth of informative sessions for community leagues that range from recruiting and retaining volunteers to “Follow the Money” workshops (above), which trains all members of the board to be aware of the league’s finances.

## Financial Overview

Approximately 65% of the EFCL’s budget comes in the form of an annual grant from the City of Edmonton. The rest of its funds come from league membership fees, sponsorships, a bi-annual casino and one-time grants from the province.

The City of Edmonton also provides an operating grant to each of the 157 community leagues. In keeping with a formula adopted in 2007, this consists of a base grant and a per capita grant to each league. Last year, the base was \$4,900 and the per capita levy was approximately \$2 per person. This provided an annual grant of just over \$16,000 to each league, which represented approximately 10% of their annual budget.

In addition to the operating grants, the City of Edmonton also provides \$2.75 million in capital funding to the leagues each year to help them build and fix facilities on their licensed land. Called the Community League Infrastructure Program (CLIP), this program included a grant of up to \$25,000 per league this past year to help leagues prepare a plan for the construction of new facilities or the repair and renovation of old ones.

The planning component of the grant program is helping a number of leagues determine the best course of action and has been very well received.

## 2016 Budget Request

With the exception of a modest request for an increase in staff training funds and inflation in 2016, the EFCL has not brought forward any new projects this year.

The reason we have chosen not to, is due to the fact that we are in the midst of completing our growth strategy, as detailed earlier. We felt it was important to complete this plan and make sure it has the support of our members before we launch significant new initiatives. On this front, we expect to have a series of discussions with the city, including City Council, in the spring and summer of next year, prior to submitting a multi-year budget request in the fall.

It should be noted that 2016 will be first time in the federation’s history that it will have prepared and submitted a multi-year plan for the city’s consideration.

# Edmonton Federation of Community Leagues

## Background Facts

Just completing its 94th year in operation, the federation is a registered, non-profit society that is governed by a board of 12 directors, who are elected by the leagues in each of 12 districts.

The board is responsible for hiring an Executive Director, who in turn hires the rest of the staff. Other positions at the EFCL are the Communications Director, Marketing Director, Financial Officer (Part-Time), Community Planner, Community Development Officer, Board Development Officer and Office Administrator.

Over 80,000 Edmontonians are members of their local community league, making this the largest *volunteer-run* organization in North America. Each league is a registered non-profit society, with an elected board of directors and an approved set of bylaws and objects.

Community leagues have developed facilities that are worth well over a half billion dollars, including halls (125), playgrounds and spray decks (250), basketball courts (150) outdoor rinks (120), tennis courts (35) and a smattering of skateboard parks and other amenities.

Having founded and operated most of the minor sports in Edmonton (soccer, hockey, basketball and ringette), leagues still run over 1,000 soccer teams and assist with hundreds of other teams in sports like basketball, football, baseball and ringette.

Leagues work jointly with the City of Edmonton to sponsor the Green Shack summer camp program for children on

over 100 neighbourhood sites and offer a wide array of exercise and educational classes for people of all ages.

Leagues jointly host thousands of social and cultural events each year, providing opportunities for neighbours to connect, form friendships and feel a sense of ownership and belonging in their local community.

Leagues also work with their members on a wide array of local civic issues, from land development to traffic safety and crime prevention.

Today's community leagues continue to live up to the original guidelines set down by Edmonton's first community league in 1917: Leagues are to be all-inclusive, regardless of class or ethnicity, open to both men and women, and are not to have any affiliation with any political party or religious order. Its mandate is to provide civic advocacy on behalf of its community, plus develop social and recreational opportunities and infrastructure.



The EFCL supports like-minded city groups in a number of ways, including co-hosting workshops like the one pictured above — Connecting with Seniors with partner group, SAGE. These projects and programs can be very valuable to community leagues.

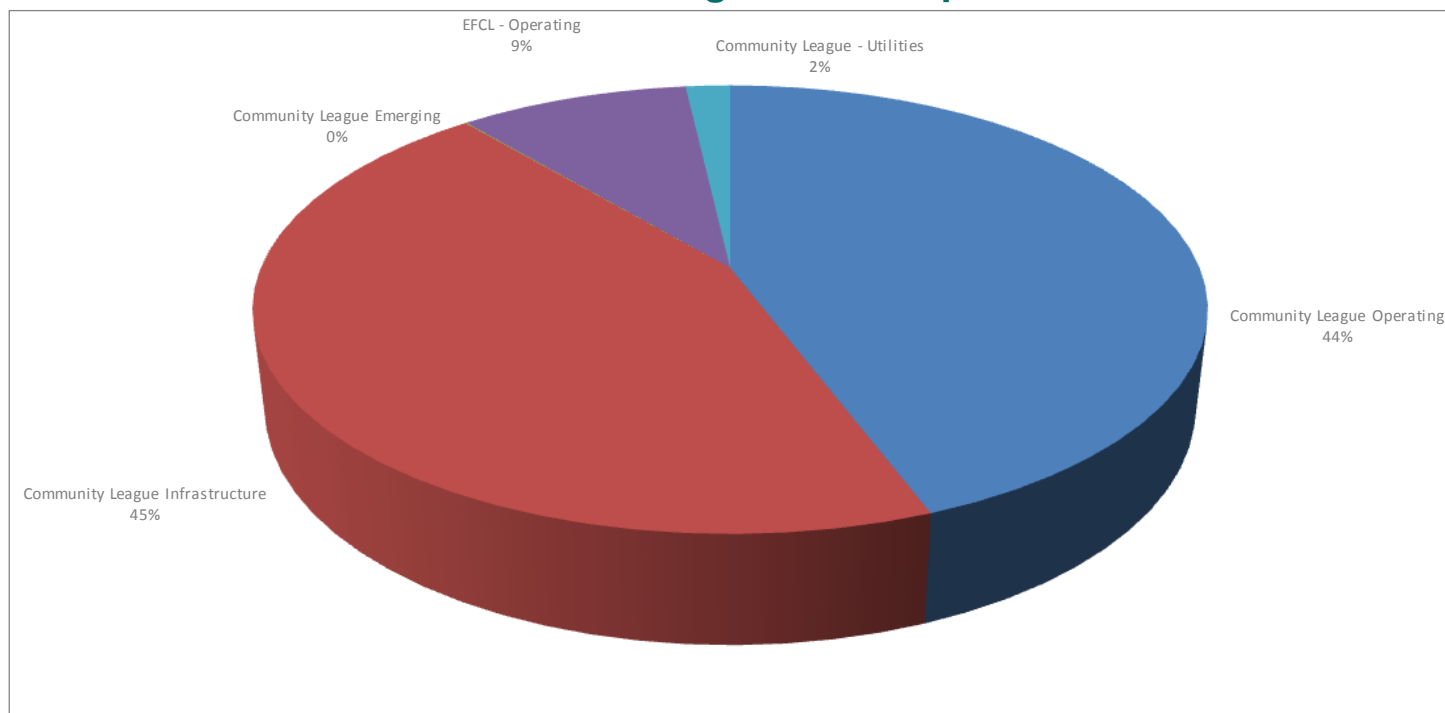
(Left) The City's Rocky Pilisko welcomes everyone to the opening of Lorne Larsen Park, named after the long-time president of Westwood Community League.

# Edmonton Federation of Community Leagues

## Approved 2016 - 2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Expenditure &amp; Transfers</b>						
Community League Operating	2,528	2,516	2,630	2,675	2,730	2,784
Community League Infrastructure	2,566	2,325	3,000	2,750	2,750	2,750
Community League Emerging	-	3	3	3	3	3
Community League - Utilities	97	116	101	106	111	116
EFCL - Operating	518	569	538	563	574	585
<b>Total Expenditure &amp; Transfers</b>	<b>\$5,709</b>	<b>\$5,529</b>	<b>\$6,272</b>	<b>\$6,097</b>	<b>\$6,168</b>	<b>\$6,238</b>
<b>Net Operating Requirement</b>	<b>\$5,709</b>	<b>\$5,529</b>	<b>\$6,272</b>	<b>\$6,097</b>	<b>\$6,168</b>	<b>\$6,238</b>

## Where the Budget Will be Spent





# Edmonton Federation of Community Leagues

---

## Budget Changes for 2016-18

(\$000)

### Expenditures & Transfers - Changes

#### Community League Operating

General inflation increases have been applied over the 2016-18 period.

#### Community League Infrastructure

No inflation increases applied to this grant over the 2016-18 period. During the 2016-18 Budget Deliberations on November 27, 30 and December 1-3, Council approved Operating Budget Amendment OP26 which reduced this grant by \$250,000 on an ongoing basis starting in 2016. The Operating Amendment read That the Community Services, Facility and Landscape Infrastructure Branch be increased by \$500,000 in 2016 to fund the Support for Partner Capital Projects service package on an ongoing basis with funding 50%^ from the current Community Facility Partnership Capital Grant Program, and 50% from the Community League Infrastructure Program.

#### Community League Emerging

No changes in budget from previous year

#### Community League - Utilities

General inflation increases for land drainage costs for community leagues have been applied over the 2016-18 period.

#### EFCL - Operating

General inflation increases have been applied over the 2016-18 period. In 2016, there is addition of \$15 to increase staff training funds.

### Full-time Equivalents - Changes

No changes in FTEs over 2016-18

# Fort Edmonton Park

## Introduction

Fort Edmonton Park is Canada's largest living history experience and is a key park of the cultural and recreational makeup of Edmonton. Fort Edmonton Park is owned by the City of Edmonton and operated by the Fort Edmonton Management Company.

Fort Edmonton Park represents four historical eras—an 1846 fur trading post as well as 1885, 1905 and 1920, each era is historically represented with original and/or reconstructed buildings. During public hours, period interpreters animate the eras for visitors while the buildings and the various historic modes of transportation enhance the entertainment and educational experience. In addition to the regular season of operations, the Park is available for rentals and special functions both during and outside of normal operating hours. Fort Edmonton Park also hosts a variety of well-subscribed educational programming through registered programs and summer camps. 2016 will see an increase in the Aboriginal narrative with additional aboriginal interpreters sharing the stories of the Fort and pre Fort era. Fort Edmonton welcomed two new rides introduced in 2015 that run on the 1920's Midway.



Fort Edmonton Park is guided by the original Fort Edmonton Park Master Plan approved by City Council in 1968 and subsequently updated in 1988 and 2001. In Fall 2009, the Fort Edmonton Management Company undertook a comprehensive review of Fort Edmonton Park. The Company engaged an international attractions consulting firm to assist in the development of an updated vision for Fort Edmonton Park and to recommend potential capital and program elements that would achieve the vision.

In 2010, City Council approved the 2010 Master Plan Update as a companion document to the previous plan. The update identifies an enhanced vision for Fort Edmonton Park and provides clear direction regarding future capital development, animation and related activities. The enhanced vision, mission and strategic purpose is as follows:

### **VISION:**

Creating a sense of place where Edmonton's vibrant history comes to life—A World Class living history experience.

### **MISSION:**

Connect Generations to Edmonton's dynamic history by offering fun, unique immersive experiences.

### **STRATEGIC PURPOSE:**

Fort Edmonton Park engages you in the fun, wonder and spirit of Edmonton which inspires curiosity, a willingness to try new things, and a chance to unlock the adventurer in all of us.

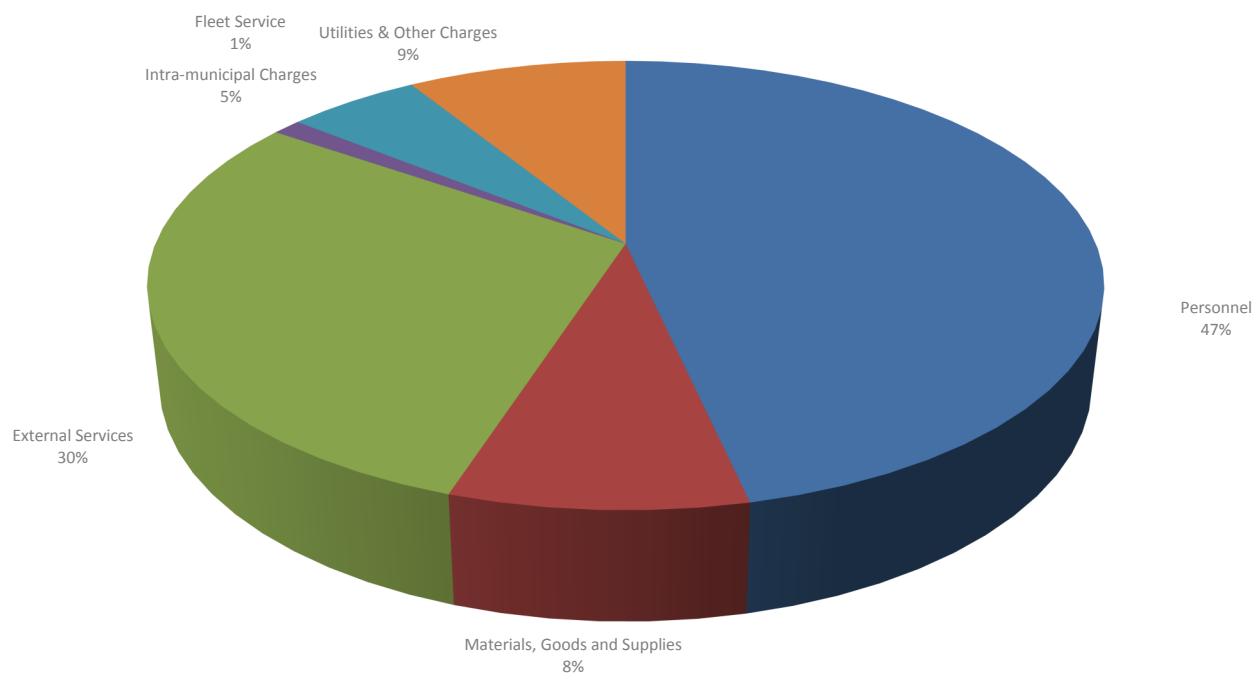


# Fort Edmonton Park

## Approved 2016 - 2018 Budget - Department Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	3,224	3,255	3,271	3,271	3,271	3,271
Grants	5	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$3,229</b>	<b>\$3,255</b>	<b>\$3,271</b>	<b>\$3,271</b>	<b>\$3,271</b>	<b>\$3,271</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	2,746	2,956	3,132	3,310	3,444	3,617
Materials, Goods, and Supplies	390	799	611	620	631	642
External Services	2,709	2,085	1,962	2,094	2,234	2,272
Fleet Services	75	74	81	82	84	92
Intra-municipal Charges	168	327	399	399	399	399
Utilities & Other Charges	563	690	629	642	658	673
Transfer to Reserves	5	5	-	-	-	-
Subtotal	6,656	6,936	6,814	7,147	7,450	7,695
<b>Total Expenditure &amp; Transfers</b>	<b>\$6,656</b>	<b>\$6,936</b>	<b>\$6,814</b>	<b>\$7,147</b>	<b>\$7,450</b>	<b>\$7,695</b>
<b>Net Operating Requirement</b>	<b>\$3,427</b>	<b>\$3,681</b>	<b>\$3,543</b>	<b>\$3,876</b>	<b>\$4,179</b>	<b>\$4,424</b>
<b>Full-time Equivalents</b>	55.0	56.0	56.0	56.0	56.0	56.0

## Where the Budget Will be Spent



# Fort Edmonton Park

## Budget Changes for 2016-18

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Fines, Permits, etc.

No changes in budget from previous year

#### Grants

No changes in budget from previous year

### Expenditures & Transfers - Changes

#### Personnel

In 2016-18, movement toward job rate, changes in benefits and approved cost of living adjustments have been applied.

#### Material, Goods & Supplies

General inflation increases have been applied over the 2016-18 period.

#### External Services

General inflation increases have been applied over the 2016-18 period.

During the 2016-18 Budget Deliberations on November 27, 30 and December 1-3, 2015, Council approved Operating Amendment 21 - That the Fort Edmonton Park Operations Budget be increased by \$100,000 in 2016 and \$100,000 in 2017 to fund the Enhancement of Aboriginal Programming service package on an ongoing basis with funding from funding available from Council

#### Fleet Services

General inflation increases have been applied over the 2016-18 period.

#### Intra-municipal Services

No changes in budget from previous year

#### Utilities & Other Charges

General inflation increases have been applied over the 2016-18 period.

#### Transfer to Reserves

No changes in budget from the previous year

#### Intra-municipal Recoveries

No significant changes in recoveries from the previous year.

### Full-time Equivalents - Changes

No changes in FTEs over 2016-18

# Fort Edmonton Park

<b>Program -</b> <b>Title - Enhancement of Aboriginal Programming</b>	<b>New or Enhanced Service</b> <b>Funded</b> <b>Ongoing</b>
--	---

## Results to be Achieved

This service package aligns with The Way We Live: Edmonton's People Plan, approved by City Council in 2010. The package adds to the goal of improving Edmonton's Livability through The Way's meeting objectives which focus on connectedness, leisure and attractiveness. This package also builds upon key initiatives led by the City to strengthen relationships with Aboriginal Peoples, as well as the 2014/15 "Year of Reconciliation" commitments around space making for Aboriginal Peoples. This service package will enhance the public and educational programming at Fort Edmonton Park on local Aboriginal histories and cultures through collaboration with the Confederacy of Treaty Six First Nations and the Métis Nation of Alberta. This will be accomplished by: 1) refining the summer programming as well as the educational programming that occurs throughout the year through day camps and curriculum based programs for students; 2) staff training and development for the Public Programming and Education Teams at Fort Edmonton Park, using approved curriculum developed in conjunction with the Confederacy of Treaty Six First Nations and the Métis Nation of Alberta (MNA); 3) maintaining ongoing, meaningful relationships with Aboriginal stakeholders, including ongoing consultation and accommodation with Treaty No. 6 and MNA Staff or Elders by hosting and conducting required ceremonies and cultural protocols; 5) developing future outreach strategies to eventually include Treaties 7 and 8 organizations as well as other stakeholders including, but not limited to, the University of Alberta and other post-secondary institutions in Edmonton and finally; 6) supporting the ongoing staffing costs of \$100K for 1.0 FTE to continue the implementation and operationalization of this initiative. The remaining \$100K will be used to fund training, program development, accommodation, and developing outreach strategies for other aboriginal communities.

## Description

This initiative began as a project in late 2014. It involved initial discussions around how to develop relationships between the Fort Edmonton Management Company and both the Confederacy of Treaty Six First Nations and the Métis Nation of Alberta towards creating authentic and historically accurate Aboriginal Narratives at Fort Edmonton Park. As a result of this work, all parties were able to enter into a Memorandum of Understanding and Cooperation (MOU), with the Confederacy in January 2015 and the MNA in August 2015. In both MOU's, both parties affirm that their respective Nations will be included in programming and capital development processes at Fort Edmonton Park when it impacts the historical and cultural narratives of their Peoples.

During the 2016-18 Budget Deliberations on November 27, 30 and December 1-3, Council approved Operating Budget Amendment 21 which reads as follows: That the Fort Edmonton Park Operating Budget be increased by \$100,000 in 2016 and \$100,000 in 2017 to fund the Enhancement of Aboriginal Programming service package on an ongoing basis with funding from funding available from Council

## Justification

Fort Edmonton Park receives approximately 250 thousand visitors annually, half of which are school aged children. With the development of the future Indigenous Peoples Experience (working title) collaboration with Aboriginal Historical and Cultural knowledge holders such as the Confederacy of Treaty Six First Nations, the Métis Nation of Alberta is paramount to the authenticity and accuracy of the experience at Fort Edmonton Park. This package will also assist with future outreach and input from other stakeholders, interested groups around the integrated physical spaces are still to be developed within and surrounding Fort Edmonton Park. The stories that will be brought to life for everyone to enjoy telling First Nations and Métis stories with respect and accuracy will result in a high-profile educational, cultural, tourism destination. Without building the capacity to continually maintain relationships, develop programs, Fort Edmonton Park will not be able to appropriately develop the experiences that patrons expect.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$100	-	100	-	\$100	-	100	-	-	-	-	-
<b>Total</b>	<b>\$100</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>\$100</b>	<b>-</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>



# Greater Edmonton Foundation

## Introduction

Greater Edmonton Foundation (GEF) is a leading provider of quality affordable housing and services for seniors who live in Edmonton and the surrounding area. The Foundation was created in 1959 and was recognized as a management body by Ministerial Order in 1996. GEF's governing Ministerial Order has established the City's obligation to fund its requisitions for annual deficits arising from the lodge housing and supportive living operations.

GEF works hard to ensure quality affordable housing is provided to Edmonton's senior citizens. Over the past year, GEF's management portfolio has grown to 10 lodges, 31 apartment buildings and 37 duplex-homes found throughout Edmonton, serving 3,500 seniors. We continue to see the need for affordable housing outpace GEF's capacity. We have a waitlist of over 750 seniors.

We are pleased to announce that in July 2015 Ottewell Terrace opened its doors for 73 seniors to call home. This innovative seniors complex includes a daycare for 78 children aged one to six years. Staff report that both seniors and children are loving their new space.

Pictured below is Ottewell Terrace with daycare play area in foreground and a picture of the senior's courtyard.



## Our Vision

Positively influencing seniors' quality of life.

## Our Mission

Leaders in friendly, affordable, secure housing and services for seniors.

## Our Values

Our values define how we serve and build relationships with our seniors' community and our workplace family.

### Respect

Dignity Appreciation Courtesy

### Integrity

Trustworthy Honest Ethical

### Well Being

Happiness Health Balance

### Accountability

Responsibility Commitment Ownership



## Major Services and Activities

### Supportive Living Services

- Currently our residences are fully occupied with 883 units at our nine lodges throughout the City. Waitlist for lodge accommodation has grown to 291 seniors. Supportive living services include three meals a day plus snacks, weekly housekeeping, recreational activities and 24 hours staff in case of emergencies in a communal living environment.
- Ottewell Manor Lodge provides services to 38 seniors with mild mental health issues. Rent is charged at \$1,075 month and is subsidized by Alberta Health Services and Alberta Municipal Affairs.

### Low income Housing

- Currently our 2,000 self-contained apartment units are fully occupied with a waiting list of approximately 348 seniors. Rent is charged at 30% of a seniors income. Residents live in a well maintained, safe accommodation. We offer wellness programs and a range of recreational activities.

### Affordable Housing

- Ottewell Terrace and Rosslyn Terrace are our affordable housing apartments. We are currently fully occupied with a waitlist of approximately 123 seniors. Rent is charged at 15% below market rent. Residents can access the lodge to purchase meal if they desire, and take part in the recreation programs.

## Strategic Plan - Embracing our Changing Future

The Greater Edmonton Foundation (GEF) has successfully provided housing and services to low income seniors in Edmonton for over 50 years. With over 750 seniors waiting for a place at GEF, the demand for affordable seniors' housing is at an all-time high and continues to grow.

### GEF's Strategic Plan 2015-2017

- Continuing to secure funding for more affordable housing and supportive living facilities for seniors and address the growing demand for affordable housing.
  - GEF, City of Edmonton and Alberta Seniors are in partnership to build a seniors complex on the Sakaw surplus school site in Mill Woods. In 2014 we held three community consultations. The community was given the opportunity to view three proposed architectural designs and provide feedback. Seniors who have spent their entire lives in Mill Woods expressed a sincere desire to stay in the community they helped build. Currently, the development is in the detailed design stage and will tender for general contractor in early 2016.
- Enhancing resident quality of life and ensuring that GEF remains a leading provider of affordable residences for seniors through excellence in operations and service.
  - University of Alberta was commissioned to determine enhancements to residents' quality of life.
- Expanding the Building for Life campaign to raise money to support the construction of more affordable seniors housing units in Edmonton.
- Managing our own financial resources by maintaining a high occupancy level in our buildings and paying down mortgages as they come due.
- Implementing a communication strategy to engage the Edmonton community with GEF, thereby offering opportunity to develop relationships that support the foundation in both awareness and fund development.





## Approved 2016 Budget Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Other Revenue	17,570	18,134	18,535	19,109	19,682	20,273
Grants	3,964	3,941	3,923	3,984	4,448	5,267
<b>Total Revenue &amp; Transfers</b>	<b>\$21,534</b>	<b>\$22,075</b>	<b>\$22,458</b>	<b>\$23,093</b>	<b>\$24,130</b>	<b>\$25,540</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	14,725	15,755	17,500	18,599	19,715	20,898
Materials, Goods, and Supplies	7,689	7,546	7,823	8,044	8,265	8,493
Debt Retirement & Capital Purchases	2,520	2,174	535	150	150	150
Transfer to Reserves	300	300	300	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>\$25,234</b>	<b>\$25,775</b>	<b>\$26,158</b>	<b>\$26,793</b>	<b>\$28,130</b>	<b>\$29,540</b>
<b>Net Operating Requirement</b>	<b>\$3,700</b>	<b>\$3,700</b>	<b>\$3,700</b>	<b>\$3,700</b>	<b>\$4,000</b>	<b>\$4,000</b>
<b>Full-time Equivalents</b>	315.0	324.0	344.0	349.0	349.0	349.0

## Budget Changes for 2016

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Other Revenue, etc.

Incorporates 3% increases in service fees effective July 2016. Parking recovery has increased due to rate changes at certain sites. Cable revenue included annual increase based upon contract rates and increased number of resident/tenants accessing this service. Tenant insurance increased due to volume of residents enrolled. Services revenue has decreased due to completion of most Capital Maintenance Projects and subsequent management fees. Guest and dining room meal revenue has decreased based on usage.

#### Grants

Lodge Assistance Program Grant is provided to supplement low income seniors rent. Effective 2015 the daily rate of \$12.45 per eligible resident with annual incomes of less than \$28,385 qualify for the grant. Alberta Seniors increased the disposable income requirement from \$265 to \$315 and is providing a grant to fund the difference.

### Expenditures & Transfers - Changes

#### Personnel

Overall personnel costs increased by 6%. This is primarily due to Alberta Government implementing new minimum wage increase of \$1. GEF increased front line positions resulting in 6% increase in salaries and benefits. Staff training budget increased due to succession planning and training.

# Greater Edmonton Foundation

## Material, Goods & Supplies

Cable costs increased based upon new contract rates. Tenant insurance enrollment is steadily increasing resulting in increased costs. Daily resident food costs increased to \$6.46 (2014) which was the basis for 2016 budget of \$6.80 (6% increase). Administration costs increased due to consulting fees, dues and memberships, and compensation surveys. Maintenance budget increased by 4% due to major repairs required on heat exchangers/pumps and compressors. GEF entered into new standing offers for elevator and generator maintenance. Maintaining 2015 levels for number of suite turnovers, however, costs have increased 4%.

## Debt Retirement and Capital Purchases

Rosslyn Lodge mortgage has been paid out. Annual capital provision has been reduced due to the Lodge Renewal Program providing \$3 million grant to refurbish aging lodge buildings and equipment replacements.

## Transfers to Reserves

Transfer of funds designated for major unforeseen maintenance expenditures. Reserve is in accordance with policy and has reached maximum of \$3 million and ceasing contributions in 2016. Approved by the Board of Directors August 2015.

## Full-time Equivalents - Changes

Full-time equivalents have increased 5 FTE from 2015. New positions included Central Maintenance Technician and admin support for site managers due to adjusted portfolio size. Human Resources will add HR Advisor due to increased personnel volumes.

## Budget Changes for 2017

(\$000)

## Revenue & Transfers - Changes

### User Fees, Other Revenue, etc.

Incorporates 3% increases in service fees effective July 2017. Cable revenue includes annual increase based upon contract rates. Tenant insurance increased due to volume of residents enrolled.

### Grants

Lodge Assistance Program Grant requested increase to offset the minimum wage requirement.

## Expenditures & Transfers - Changes

### Personnel

Overall personnel costs increased by 6%. This is primarily due to Alberta Government implementing second wage increase of \$1. GEF increased front line positions resulting in 6% increase in salaries and benefits.

## Material, Goods & Supplies

Cable costs increased in accordance with contract rates. Tenant insurance enrollment is steadily increasing resulting in increased costs. Daily resident food costs increased to \$6.80 (2016) which was the basis for 2017 budget of \$7.20 (6% increase). Maintenance budget increased by 4% due to major repairs required but not identified at this point. Maintaining 2015 levels for number of suite turnovers.

# Greater Edmonton Foundation

---

## Budget Changes for 2018

(\$000)

### Revenue & Transfers - Changes

#### User Fees, Other Revenue, etc.

Incorporates 3% increases in service fees effective July 2018. Cable revenue included annual increase based upon contract rates. Tenant insurance increased due to volume of residents enrolled.

#### Grants

Lodge Assistance Program Grant requested increase to offset the minimum wage requirement.

### Expenditures & Transfers - Changes

#### Personnel

Overall personnel costs increased by 6%. This is primarily due to Alberta Government implementing third wage increase of \$1. GEF increased front line positions resulting in 6% increase in salaries and benefits.

#### Material, Goods & Supplies

Cable costs increased in accordance with contract rates. Tenant insurance enrollment is steadily increasing resulting in increased costs. Daily resident food costs increased to \$7.20 (2017) which was the basis for 2018 budget of \$7.65 (6% increase). Maintenance budget increased by 4% due to major repairs required but not identified at this point. Maintaining 2015 levels for number of suite turnovers.

# Edmonton Heritage Council

---

## Introduction

The Edmonton Heritage Council (EHC) exists to support and promote awareness and connection to the heritage and history of Edmonton in the community, as well as ensuring heritage contributes to overall civic and social development.

Edmonton Heritage Council works with the City of Edmonton, its agencies, and the heritage community in Edmonton for the benefit of all citizens and is largely supported in this by the City of Edmonton through a service agreement, which was renewed in 2014 through 2018.

## Key Strategic Goals, 2016-2018

1. Build strong, inclusive relationships between citizens and their city, through Edmonton's history and heritage.
2. Engage and activate citizens in connecting with and contributing to Edmonton's story.
3. Transform and strengthen Edmonton's heritage "climate", making heritage essential and a valued element of civic and community life.

The work of the Edmonton Heritage Council is linked to City Council and Administration by supporting the following Art of Living Recommendations and the Departmental Outcomes of the Community Services.

### Art of Living Heritage Recommendations:

- Heritage Recommendation 5: Support the City Archives' role in archiving private and community record
- Heritage Recommendation 8: Develop consistent interpretation practices for heritage
- Heritage Recommendation 9: Better support for museums and a cohesive plan for the development of all museums in Edmonton
- Heritage Recommendation 10: City support for the development of an Edmonton museum
- Heritage Recommendation 11: Establish a museum operating/ programming grant program as a Community Investment Grant (tied to Recommendation #9)

## Corporate Outcomes

EHC is an active agent in connecting Edmontonians to the city and making Edmonton a vibrant, connected, engaged and welcoming city. It supports the outcome to provide opportunities for citizens to be socially active and connected, and generally contributing to the overall social and cultural climate of Edmonton.



ECAMP's Brewcurious tour visits historic Edmonton Brewing & Malting brewery, April 2015

# Edmonton Heritage Council

## Programs and Services 2016-2018

### Community Investment Grant Programs

Heritage Community Investment and Living Local: Arts & Heritage Neighbourhood grant programs fund heritage initiatives and local organizations and facilities that present Edmonton's heritage and story.

### Edmonton Museums Strategy

An initiative to create a museum about Edmonton, beginning with community programming (exhibitions, interpretive initiatives) as well as planning for a future facility. The emerging public programming arm is the Edmonton City as Museum Project (ECAMP, [www.citymuseumedmonton.ca](http://www.citymuseumedmonton.ca)).

A related initiative, Edmonton Heritage Network [www.edmontonheritagenetwork.ca](http://www.edmontonheritagenetwork.ca) brings Edmonton's museum, archives and historical organizations into higher public profile and joint working relationships.



ECAMP pop-up museum at Servus Heritage Festival, August 2015.

### Edmonton Maps Heritage (EMH) [www.edmontonmapsheritage.ca](http://www.edmontonmapsheritage.ca)

EMH is a collective and ongoing "mapping" of the city's heritage online; heritage buildings, cultural communities, archaeological sites, and landscapes including links to local museums and archives, providing access to Edmonton's heritage resources and stories in an interactive, graphic format easy to read and understand.

### Heritage research, consultations, professional development & events

The EHC holds heritage public events and consultations for both public and specific audiences, such as Edmonton's cultural communities. As well, EHC has commissioned research and surveys to support program development that will connect heritage into the mainstream of cultural interest and activity in Edmonton. EHC is also working with built heritage organizations and advocates advancing the process and result for preservation of Edmonton's historic buildings, streets and cultural landscapes.

### Historian Laureate

The Historian Laureate program raises the profile of Edmonton's heritage and history, connecting Edmonton's history to civic events, developments and occasions. Danielle Metcalfe- Chenail is the current historian laureate, reaching wider audiences through her work.

### Heritage Interpretation

Initial discussions with Sustainable Development in seeking efficient, economical and durable means of ensuring that heritage is a prominent design feature in public spaces, to connect people to the heritage of the cityscape.

### Artifact Centre and Archival Storage Strategy

The Heritage Council continues to consider with Administration a plan for an Artifact Centre and Archives Storage. Solutions to these needs will be part of planning in City Museum development and with Fort Edmonton Park development.



## Opportunities and Challenges

- Continue to advance Art of Living Recommendations, such as developing a common approach to heritage interpretation that connects key projects (e.g. Blatchford, River Crossing, The Quarters, ICE District, LRT lines and platforms) to Edmonton's heritage and enhances citizen experience.
- Increasing the reach and accessibility of all EHC programs, such as Heritage Community Investment, to Edmonton's Aboriginal and newer cultural communities, towards their contribution and recognition to the city's heritage.



ECAMP river tour, September 2015.

# Edmonton Heritage Council

## Approved 2016 - 2018 Budget - Branch Summary

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Expenditure &amp; Transfers</b>						
Heritage Council - Operating	276	532	292	330	369	409
Heritage Council Investment	275	281	550	550	550	550
<b>Total Expenditure &amp; Transfers</b>	<b>\$551</b>	<b>\$813</b>	<b>\$842</b>	<b>\$880</b>	<b>\$919</b>	<b>\$959</b>
<b>Net Operating Requirement</b>	<b>\$551</b>	<b>\$813</b>	<b>\$842</b>	<b>\$880</b>	<b>\$919</b>	<b>\$959</b>

## Budget Changes for 2016-18

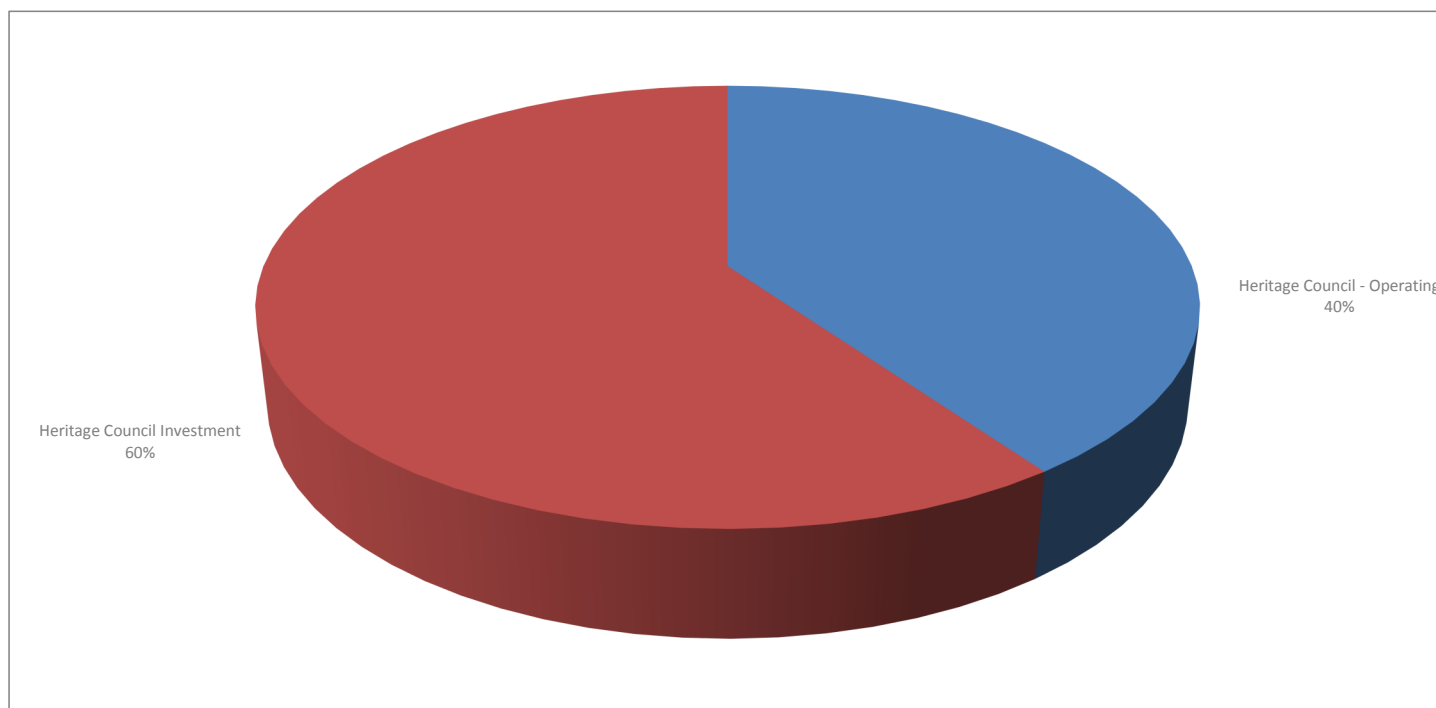
(\$000)

### Expenditures & Transfers - Changes

General inflation increases have only been applied on the Heritage Council -Operating over the 2016-18 period.

During the 2016-18 Budget Deliberations on November 27, 30 and December 1-3, 2015, Council approved Operating Amendment 22 - That Edmonton Heritage Council Operating Budget be increased by \$33,000 in 2016, \$33,000 in 2017 and \$34,000 in 2018 to fund the Increase to Core Funding service package on an ongoing basis with funding from funding available from Council

## Where The Budget Will be Spent





# Edmonton Heritage Council

<b>Program - Title - Increase to Core Funding</b>	<b>Growth on Existing Services Funded Ongoing</b>
---	---

## Results to be Achieved

This request supports the need to build and increase the Heritage Council's capacity to respond to growth in citizen interest and involvement in Edmonton's heritage and its key role in societal development. Increased capacity will help Edmonton's Heritage Council (EHC) respond to an increased number of inquiries around its programs and services, as well as increase its ability to more quickly advance work on new heritage initiatives. The establishment of the Edmonton Heritage Council in 2009 has resulted in a dynamic and robust organization which supports the heritage and culture (museums, archives, historical societies, cultural and community organizations) sector as well as actively participating in societal and community development in working with individuals and community organizations not limited to the heritage sector. This request supports The Way We Live goals in creating a vibrant, connected and engaging city; in celebrating life in Edmonton; in creating an inclusive and attractive city, through supporting the activity of people and organizations preserving and promoting the diversity of Edmonton's heritage.

## Description

Since its founding in 2009, the EHC has grown rapidly in establishing community investment and public engagement programs. With community demand increase to these programs, corresponding growth in the Heritage Council's program and administration areas is required. An increase to EHC's core operating grant (currently \$293,000, increase to \$393,000) is needed in order for EHC to meet the new demands of increased capacity to respond to ongoing growth.

The Heritage Council is the key agent in achieving the recommendations in the Art of Living: Edmonton Cultural Plan, adopted by City Council and in sustaining the recommendations which have been achieved. Enabling connections and action between individuals, organizations and communities through heritage and culture, strengthens social relationships in the city and the appreciation of the experience of all Edmontonians. Overall, the Heritage Council's work enhances Edmonton's livability and attractiveness for citizens and those interested in making the city and region their home.

## Justification

This request will allow EHC to respond to recent growth and interest in all aspects of Edmonton's heritage, as well as increase service to youth, individuals, cultural communities and neighbourhoods and to provide additional support and advice on heritage projects and related programs. Not funding of this package may impact EHC's ability to meet demand for new heritage initiatives and sustaining the current levels of service to the public

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$33	-	33	-	\$33	-	33	-	\$34	-	34	-
<b>Total</b>	<b>\$33</b>	<b>-</b>	<b>33</b>	<b>-</b>	<b>\$33</b>	<b>-</b>	<b>33</b>	<b>-</b>	<b>\$34</b>	<b>-</b>	<b>34</b>	<b>-</b>

## Introduction

REACH is Edmonton's Council for Safe Communities, with the goal of making Edmonton a safer city in one generation by focusing on crime prevention and community safety.

REACH brings together the community, police, emergency services, agencies and organizations to dig deep beyond immediate problems to tackle the complex, interconnected root causes of crime such as poverty, homelessness, pre-migration and intergenerational trauma, and vulnerability.

In order to advance systemic change, REACH brings groups comprised of individuals from human service agencies, government, Edmonton Police Services, and other first responders, Community groups, NGO's and Business Associations that have a vested interest in crime prevention and community safety, to tackle issues in innovative, inter-disciplinary ways, in order to drive transformative and large-scale social innovation. This work aims to build a safer city by developing a range of creative solutions to community safety issues.

REACH is involved in a variety of collaborative projects in Edmonton that take new approaches to prevention and safety and focus on:

- Vulnerable populations affected by poverty, homelessness, addiction and mental health;
- Immigrant and refugee youth and families;
- Aboriginal adults, youth and generational trauma;
- "All In For Kids," a new integrated collaborative model for in and out of school time; and
- Youth.

## REACH Measures Success

REACH utilizes a variety of evaluation methods and is committed to understanding the overall impact that initiatives have in the community. Social Return on Investment (SROI) is a tool used to assign monetary value to the social benefit created by a project by identifying indicators of value that can be monetized.

- The 24/7 MAP Team showed a social return of \$2.50 per \$1 invested between 2013 and 2015. This is projected to increase to \$3.66 in 2016 and 2017.
- During its first three years, Schools As Community Hubs showed a social return of \$4.60 per \$1 invested. In its fourth year, this increased to \$5 per \$1 invested.

## REACH Initiatives

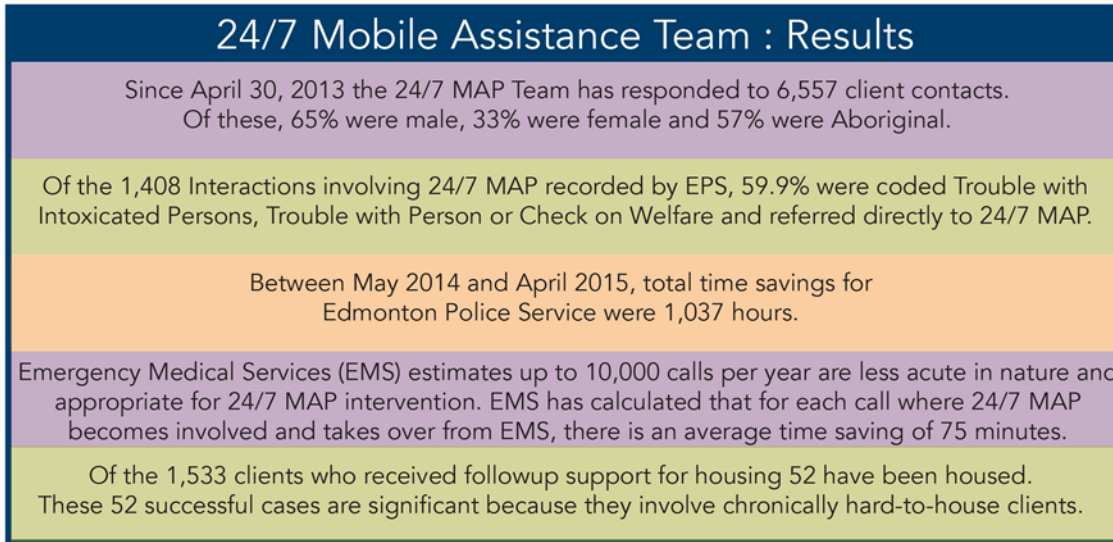
**24/7** - REACH Report Recommendation #4 points to the need for "**A 24/7 Service Delivery Model for high-needs**

**individuals.**" The recommendation states that "REACH Edmonton will lead development of a comprehensive, coordinated response to at-risk populations who need access to services 24 hours a day."

A key outcome will be less reliance on costly EPS and EMS resources to deal with non-emergency crises.



The 24/7 Mobile Assistance Program (MAP) is a partnership between REACH, Homeward Trust and the Bissell Centre, as well as Edmonton Police Services (EPS) and 211. The 24/7 MAP team is on Edmonton's streets responding to people in need 24 hours a day, 365 days a year. The team offers immediate help, freeing police and ambulances to focus more on emergencies, and connects people to housing and follow up supports to deal with the underlying causes of their crisis.



Beginning Oct. 1, 2015, this work will continue as an integrated effort between 211 Edmonton, Boyle Street Community Services, Hope Mission and REACH Edmonton. Dealing with the street issues and social disorder that comes with vulnerable populations makes the inner city and its residents feel safer. The current need for crisis intervention is already high and demand is expected to rise with the ongoing development of downtown's Ice District, and subsequent displacement issues.

**24/7 Edmonton Outreach App** – REACH Edmonton brought together outreach workers from inner city agencies, Homeward Trust and privacy experts to develop the 24/7 Edmonton App that collects data in real-time while improving the workflow of outreach workers in the field.

This process faced a number of challenges, but by far the largest hurdle to clear was the issue of privacy protection. The involvement of the Privacy Commissioner was vital to getting the app from concept to reality. The app is now available in the Apple App Store and is being tested by outreach workers with Bissell Centre, Boyle Street Community Services and the WrapED collaborative team.

**24/7 Partnerships** - As part of the 24/7 Strategy, REACH is a participant with Heavy Users of Service (HUoS), Winter Emergency Response, and High Risk and Complex Needs Homeless Youth Committee. REACH also partnered with Homeward Trust and the City of Edmonton on a research project to understand the needs and gaps in service for homeless citizens who are chronically dependent on alcohol. A final report and a business case for a made-in-Edmonton solution will be presented to the Edmonton Alcohol Management Committee in October.





## Aboriginal Initiatives

**Training** – REACH invests in frontline training to enable service providers to understand and address barriers and systemic issues that many Aboriginal clients are facing. Trained staff have greater context, more understanding and ultimately are able to offer more effective and appropriate support and service to this vulnerable population.

The need for further knowledge and training around Aboriginal history and issues for both service providers and the general public is stressed in seven different recommendations by the Truth and Reconciliation Commission. The Commission underlined the importance of educating service providers, justice officials and the general public about the history, impacts and trauma resulting from the residential school experiences.

According to the TRC's final report, in order for social workers, police, and others to serve Aboriginal people effectively and fairly, skills-based, cultural competency training is essential. REACH has taken the need for this training seriously, offering **12** sessions to **450** Edmontonians so far. These sessions focus on the history of the Indian Residential School System and the generational impacts that can still be seen in Edmonton today.

**Aboriginal Youth Police Academy (Oskayak)** – Edmonton Police Services, the Aboriginal Community and REACH Edmonton partnered on the EPS Aboriginal Police Academy. This program provides an opportunity for EPS officers and Aboriginal youth to share a culturally inclusive learning experience. Participants discuss specific issues and ways to move forward while establishing an ongoing dialogue of understanding and trust for the future. Approximately 37 youth aged 13 to 18 participated in this summer program in 2015.

A past participant in the program told the Edmonton Sun: "It's important for us Aboriginal youth and the police to make a better connection so we can work better. We can learn from their perspective and they can hear us too."

## All In For Youth: A new integrated collaborative model for in and out of school time

All In for Youth is focused on getting young people successfully through their educational journey to high school completion. This model for vulnerable youth and their families focuses on wraparound services offered by key community partners for immigrant, refugee and Aboriginal youth and families in a school setting.

It is a fully integrated collaboration between REACH Edmonton, Boys and Girls Clubs Big Brothers Big Sisters Edmonton, the City of Edmonton, Edmonton Catholic Schools, Edmonton Community Foundation, Edmonton Public Schools, the Family Centre and United Way.



# REACH Edmonton

A range of programming is provided to support services to children, youth and families using Schools As Community Hubs, Partners for Kids and the Out of School Time Collaborative. In the spirit of integration, streamlining services and elimination of duplication, All In for Youth represents a consolidation of services, focused on a shared practice model and common outcomes. The initiative is managed with the backbone support of REACH and the United Way. All In for Youth's success will be evaluated and tracked as the youth involved progress from kindergarten to high school completion.

All In For Youth Results
Schools As Community Hubs (SACH) is in its fifth year in the Edmonton Public School Board and Edmonton Catholic School District, currently operating in 11 schools serving 971 children.
SACH positions schools as key access points for high needs families, mainly immigrant, refugee and Aboriginal. Program connect families to services through the first-contact of their local school.
The Out of School Time Collaborative (OST) and Joint Use Summer Access program aim to improve the resiliency and wellbeing of children and youth in Edmonton with a focus on immigrant, refugee and Aboriginal groups through accessible summer programs
In 2015, the OST Collaborative connected to 20 local organizations, which provided programming to 1,778 children and youth.
During the 2013-2014 school year, Partners for Kids served 3,652 children and youth in 14 schools by addressing their needs through wraparound services including therapy, mentoring and connecting them to supports to improve their current well-being and success for the future.
According to a 2013 Leger Marketing evaluation of SACH, total costs avoided from not completing high school amounted to \$7.6 million while supports to parents resulted in a \$4.3 million increase in income, alleviating poverty.

## REACH Immigrant and Refugee Initiative (RIRI)

RIRI participants are immigrant and refugee men and women who are potentially isolated and unaware of Canadian social norms and are not likely to seek change for their situation if they are experiencing family violence.

RIRI works with 18 cultural navigators in the Spanish-speaking, Somali, Sudanese, French African, Filipino, Eritrean/ Ethiopian, Oromo, Muslim and LGBTQ communities who connect with hundreds of people through monthly activities and supports. The ultimate goal is to increase networks of support in the community, recognizing the importance of formal and informal supports, in addressing family violence.

More than 300 families have attended sessions in their communities that address issues that impact families' health as a result of the cultural navigators. Twenty families have connected to the LGBTQ navigator for help in supporting their children struggling with sexual identity.



RIRI is supported by the Province of Alberta's Civil Forfeiture Fund.

## WrapED

Wraparound Edmonton, or WrapED, is a partnership of six Edmonton organizations working together; helping young people affected by violent crime move away from the threat of gangs and learn to thrive in our community. WrapED uses an intentional, wraparound approach to help youth build meaningful relationships. WrapED youth engage one-on-one with a youth worker. They learn to understand their needs and develop goals to make positive life changes. Each WrapED youth identifies a personalized care team to provide the long-term supports they'll need.



WrapED youth are survivors: youth who feel society has turned its back on them. They often live in poverty on the streets. They've experienced trauma. Their families may be dealing with the impact of residential schools, war or refugee camps.

REACH brought together the Africa Centre, Edmonton John Howard Society, Edmonton Police Service, Native Counselling Services of Alberta, and YOUNG Youth Services to secure \$5.2 million of federal funding for this five-year collaboration. Through offering integrated services, WrapED partners are helping these young people learn how to thrive in the community.

## WrapED Results

As of August 2015, there are 63 youth participating in WrapED.  
Of these youth, 52% are Aboriginal and 20% identify as ethnocultural.

When the program launched, 35% of participants were regularly attending school.  
One year later, this number has increased to 44%.

In the beginning of the program, only one of the youth involved was employed full or part time.  
After one year, nine youth are employed full or part time.

# REACH Edmonton

## Approved 2016 - 2018 Budget - Department Summary by Category

(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
User Fees, Fines, Permits, etc.	39	188	190	170	172	88
Grants	527	1,307	1,286	1,165	1,172	377
Transfer from External Reserves	149	420	163	150	0	-
<b>Total Revenue &amp; Transfers</b>	<b>\$715</b>	<b>\$1,915</b>	<b>\$1,639</b>	<b>\$1,485</b>	<b>\$1,344</b>	<b>\$465</b>
<b>Expenditure &amp; Transfers</b>						
Personnel	954	987	1,044	1,062	1,083	1,105
General and Administrative	308	309	274	275	280	285
Communications	321	315	277	277	283	289
REACH Initiatives	1,724	2,947	3,227	4,100	3,483	2,626
Subtotal	3,307	4,558	4,822	5,714	5,129	4,305
Intra-municipal Recoveries	-	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>\$3,307</b>	<b>\$4,558</b>	<b>\$4,822</b>	<b>\$5,714</b>	<b>\$5,129</b>	<b>\$4,305</b>
<b>Net Operating Requirement</b>	<b>\$2,592</b>	<b>\$2,643</b>	<b>\$3,183</b>	<b>\$4,229</b>	<b>\$3,785</b>	<b>\$3,840</b>

### Full-time Equivalents

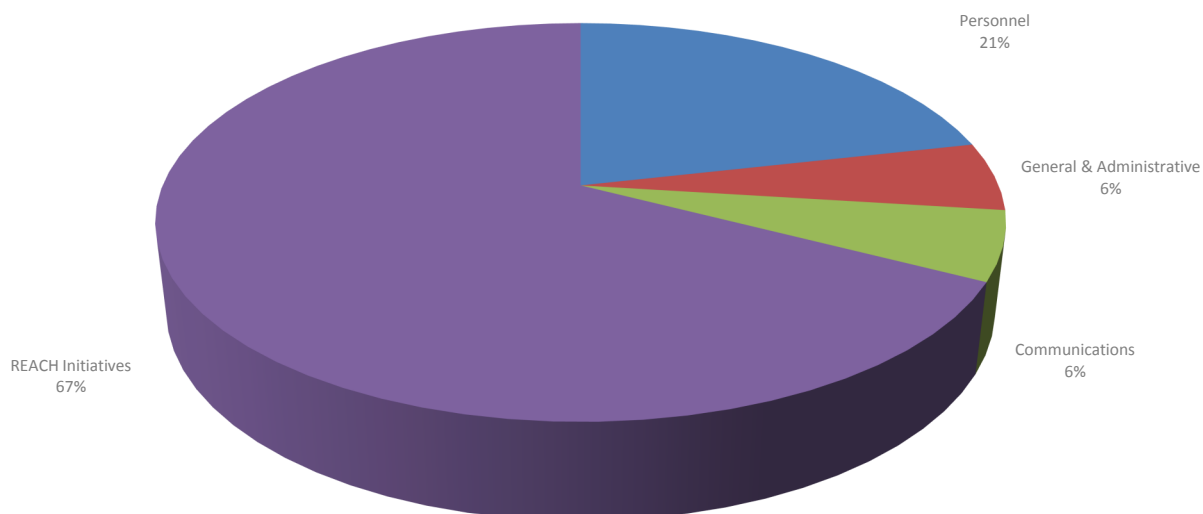
### Budget Changes for 2016-18

(\$000)

### Net Operating Requirement

General inflation increases have been applied over the 2016-18 period

During the 2016-18 Budget Deliberations on November 27, 30 and December 1-3, 2015, Council approved Operating Amendment 8.1 - That REACH Edmonton Operating Budget be increased by \$1,000,000 in 2016 to fund the 24/7 Integrated Crisis Response service package on an ongoing basis with funding from funding available from Council.





## Branch - Reach Edmonton

**Program -**  
**Title - 24/7 Integrated Crisis Response**

**Growth on Existing Services**  
**Funded**  
**Ongoing**

### Results to be Achieved

With an expansion of the 24/7 Integrated Crisis Response, it is anticipated there will be less reliance upon costly EPS and EMS resources to deal with non-emergency crises. We anticipate that the Crisis Diversion Team could potentially respond to 75% more calls by having an increased presence on the street in vulnerable neighbourhoods. Citizens will feel safer and this is especially important given the anticipated increase in visits to downtown with the opening of the new entertainment district. Vulnerable Edmontonians will receive the help they need in a more timely fashion. There will be increased collaboration between those agencies serving vulnerable clients.

### Description

24/7 Integrated Crisis Response is a team in Edmonton's most vulnerable neighbourhoods helping people in non-emergency crises. The purpose is to relieve some pressure from EPS and EMS and provide quicker response times to vulnerable people. It also contributes to increased safety for citizens living, working or visiting these neighbourhoods. Following the development and implementation of a prototype, and an extensive evaluation, a new integrated model was established for the provision of this service. Effective October 1, 2015 an integrated team was launched bringing together three (3) inner city agencies (Bissell Centre, Boyle Street Community Services and Hope Mission) to provide improve response. REACH, in partnership with the Support Network, enables citizens to call 211 for this team's deployment. In addition 911 refers non emergency calls to 211. Over the two years the Mobile Assistance team responded to 5,359 crisis diversion situations with 70.2% of the contacts within the inner city.

### Justification

This approach was developed in support of REACH recommendation #4 directing us to lead the development of a delivery model for high needs individuals. Evaluations have demonstrated both success and the need for this kind of crisis response. However, with the current funding structure we are unable to meet either the current need or the projected increase in demand anticipated with the completion of the new arena and Ice District. While the Mobile Assistance Team responded to nearly 3,800 calls in its second year there were 400 "dropped calls" that had no response. These "dropped calls" are expected to increase without additional funding. By bringing three agencies together we expect to see increased operating and service delivery efficiencies and improved coordination. This approach is seen as a cost effective way to meet the need for increased vigilance in vulnerable neighbourhoods and will support the work of EPS and EMS. REACH is also attempting to get the financial support of the provincial government to augment this important initiative.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	\$1,000	-	1,000	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>\$1,000</b>	<b>-</b>	<b>1,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# The Edmonton Space and Science Foundation

---

## Introduction

The Edmonton Space & Science Foundation is a non-profit organization, which operates *TELUS World of Science Edmonton (TWOSE)*, a broad-based and interactive science centre.



## Vision

To inspire voyages of life-long discovery

## Mission

To create a positive science and technology culture in our region that inspires and motivates people to learn about, and contribute to science and technology advances that strengthen themselves, their families, and their community.

In delivery of this mission, our priorities are:

- To make opportunities to learn about science and technology accessible to everyone.
- To inspire people to embrace science and technology as a vital component of their education and personal development.
- To be a catalyst for partnerships and alliances that promotes science and technology in our community.
- To position the Edmonton Space & Science Foundation and *TELUS World of Science – Edmonton* as the primary external science and technology resource to the formal education system.



# The Edmonton Space and Science Foundation

## Mission Outcomes

The Edmonton Space & Science Foundation delivers programs and services that reflect the diverse and evolving interests of our community. Particular emphasis is given to making a positive difference in the lives of children, students, and families, teachers, as well as employers and their employees. The Foundation strives for results that strengthen our community now and position it for future success. The major community outcomes we wish to contribute to are:

- Increase science and technology literacy (awareness) throughout the community;
- Increase support for science and technology education;
- Increase students' academic performance in the science curriculum; and
- Increase the number of individuals who pursue post-secondary; education in science and technology related disciplines.



## Major Services

TWOSE offers 33,000 square feet of exhibits, a feature exhibit gallery, plus a wide array of other exhibition and event venues:

- Western Canada's largest multi-purpose, IMAX® theatre
- The largest planetarium dome in Canada, the *Margaret Zeidler Star Theatre*
- Astronomical observatory
- Gift Shop
- Cafe
- Dow Computer Lab
- TELUS Robotics Lab
- DiscoveryLand, our very popular childhood development gallery
- Science demonstration stage

# The Edmonton Space and Science Foundation

---

As one of Alberta's premiere visitor attractions since opening our doors in 1984, TWOSE has become a major landmark on our city's skyline.

TWOSE has brought the wonders of science and technology to over 13 million people since opening in 1984. We are one of the largest science centres in Canada and the third most visited. We are the second most visited cultural facility in Alberta.

At TWOSE, we have an obligation to spark imagination and to make connections to inspire people of all ages. Edmonton needs to expand its role as an incubator for the next generation of thought leaders. It is creative scientific thinking that needs to be inspired and nurtured right here at home. Thoughts connect ideas, ideas become inspiration, and inspiration drives us to discover.



## 2016 and TWOSE

As we continue to implement the 2015-19 Strategic Plan, 2016 will be an important benchmark as we are well into the implementation of the strategies. Construction in the Aurora Project expansion will begin as initial funding was approved by the City in late 2014. The first stages of construction will focus on internal renovations that are needed to be in place before the larger, new construction begins in following years. We continue to be guided by the 2009 Vision 20/20 Master Plan created in concert with the City of Edmonton and its updated phase, referred to as the Aurora Project. TWOSE continues to pursue the capital requirements for the next phase of capital expansion and is focusing on a capital campaign to secure private funding from individuals and business. In addition, 2016 will feature several travelling exhibitions, including *Beyond Rubik's Cube*, and new content in one of the permanent galleries, renamed *The Science Garage*.



# The Edmonton Space and Science Foundation

---

Attendance	2013	2014	2015	2016	2017	2018
	Actual	Actual	Projected	Budget	Budget	Budget
Science Centre	341,393	273,680	277,204	277,000	281,155	285,372
Imax Theatre	100,138	146,271	132,205	132,000	133,980	135,990
Science In Motion	30,830	30,481	31,000	31,000	31,465	32,000
School Programs	177,728	125,472	123,200	123,000	124,845	126,718
Total	650,089	575,904	563,609	563,000	571,445	580,080
<b>Members</b>						
Members	16,464	4,768	16,788	16,500	16,748	16,999
Membership Households	4,765	16,056	5,093	5,000	5,075	5,151
Volunteers	347	229	230	220	220	240
Vounteers service Hours	18,498	13,408	11,000	10,000	12,000	14,000
Twitter Followers	5,312	5,973	6,627	7,500	8,500	10,000
Facebook Likes	7,575	11,389	16,912	20,000	22,000	25,000

# The Edmonton Space and Science Foundation

## Approved 2016 - 2018 Budget - Department Summary by Category

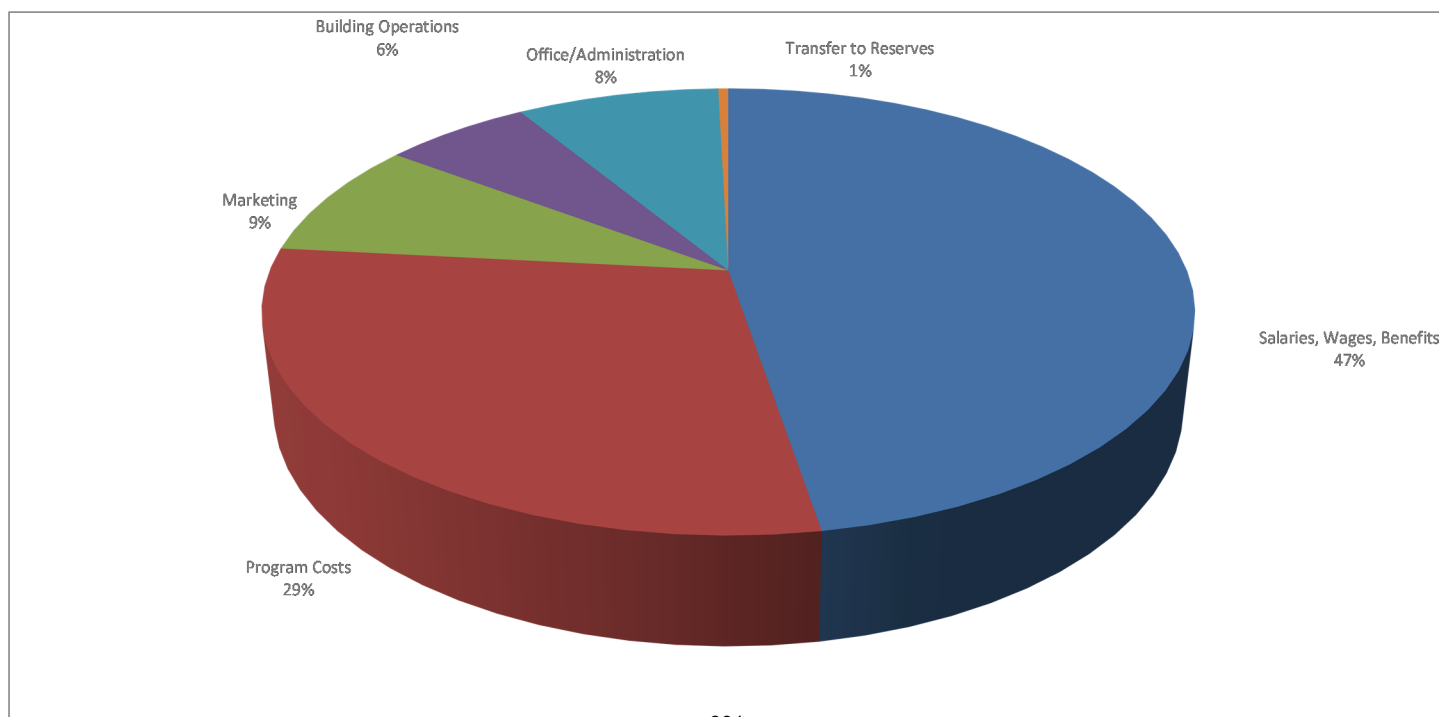
(\$000)	2013 Actual	2014 Actual	Adjusted 2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b>Revenue &amp; Transfers</b>						
Generated Revenues	10,904	10,660	10,627	10,600	10,710	11,710
Transfers from Reserves	-	-	-	-	-	-
<b>Total Revenue &amp; Transfers</b>	<b>\$10,904</b>	<b>\$10,660</b>	<b>\$10,627</b>	<b>\$10,600</b>	<b>\$10,710</b>	<b>\$11,710</b>
<b>Expenditure &amp; Transfers</b>						
Salaries, Wages, Benefits	5,173	5,735	6,010	6,020	6,189	6,361
Program Costs	4,503	3,611	3,471	3,700	3,700	4,100
Marketing	986	910	984	1,027	1,027	1,271
Building Operations	597	746	628	760	760	860
Office/Administration	690	894	1,033	1,064	1,064	1,164
Transfer to Reserves	881	729	495	58	40	65
Subtotal	12,830	12,625	12,621	12,629	12,780	13,821
Intra-municipal Recoveries	-	-	-	-	-	-
<b>Total Expenditure &amp; Transfers</b>	<b>\$12,830</b>	<b>\$12,625</b>	<b>\$12,621</b>	<b>\$12,629</b>	<b>\$12,780</b>	<b>\$13,821</b>
<b>Net Operating Requirement</b>	<b>\$1,926</b>	<b>\$1,965</b>	<b>\$1,994</b>	<b>\$2,029</b>	<b>\$2,070</b>	<b>\$2,111</b>
<b>Full-time Equivalents</b>	87.0	102.0	104.0	104.0	104.0	104.0

## Budget Changes for 2016-18

(\$000)

### Net Operating Requirement

General inflation increases have only been applied over the 2016-18 period.



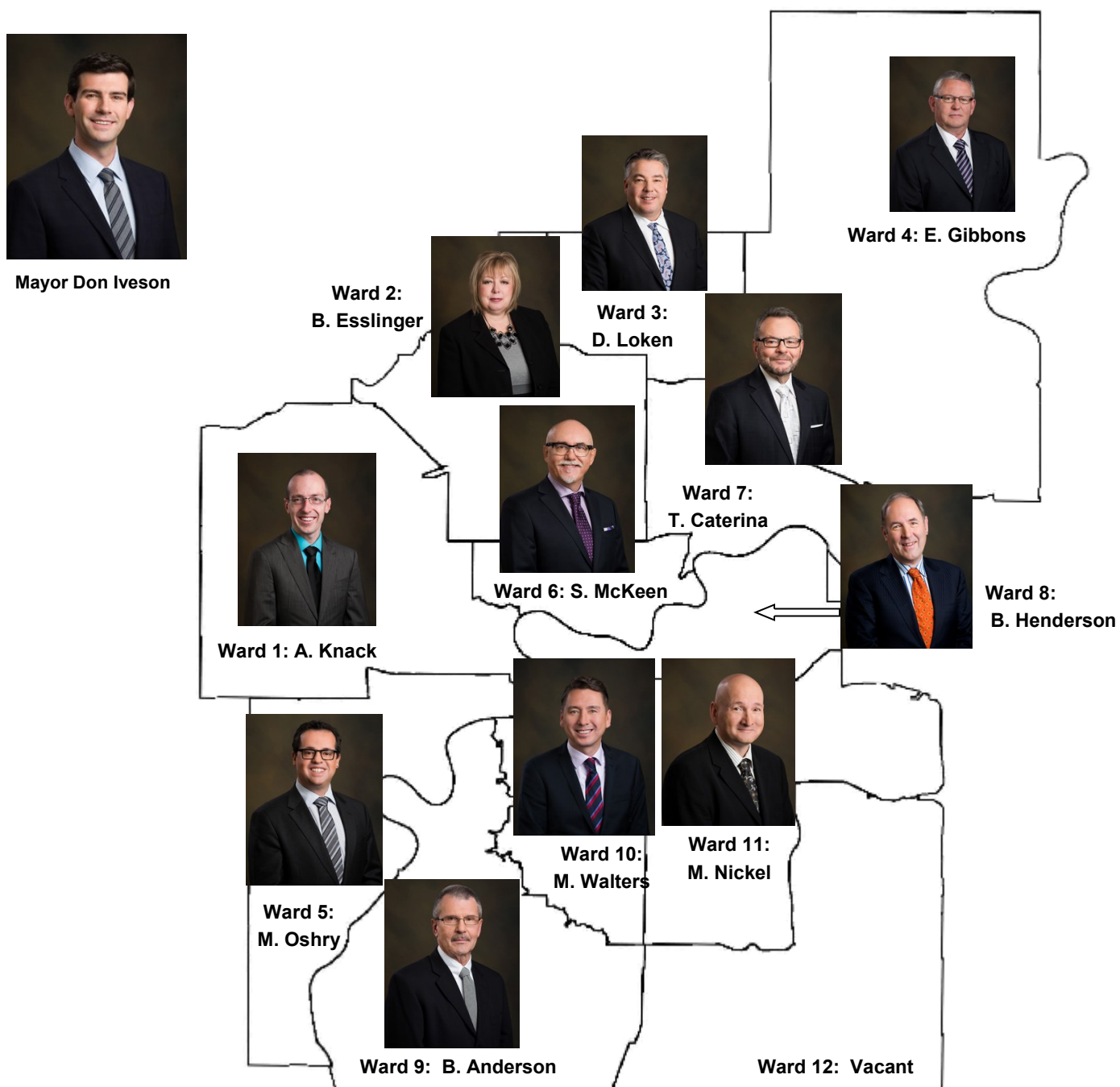
Page intentionally left blank



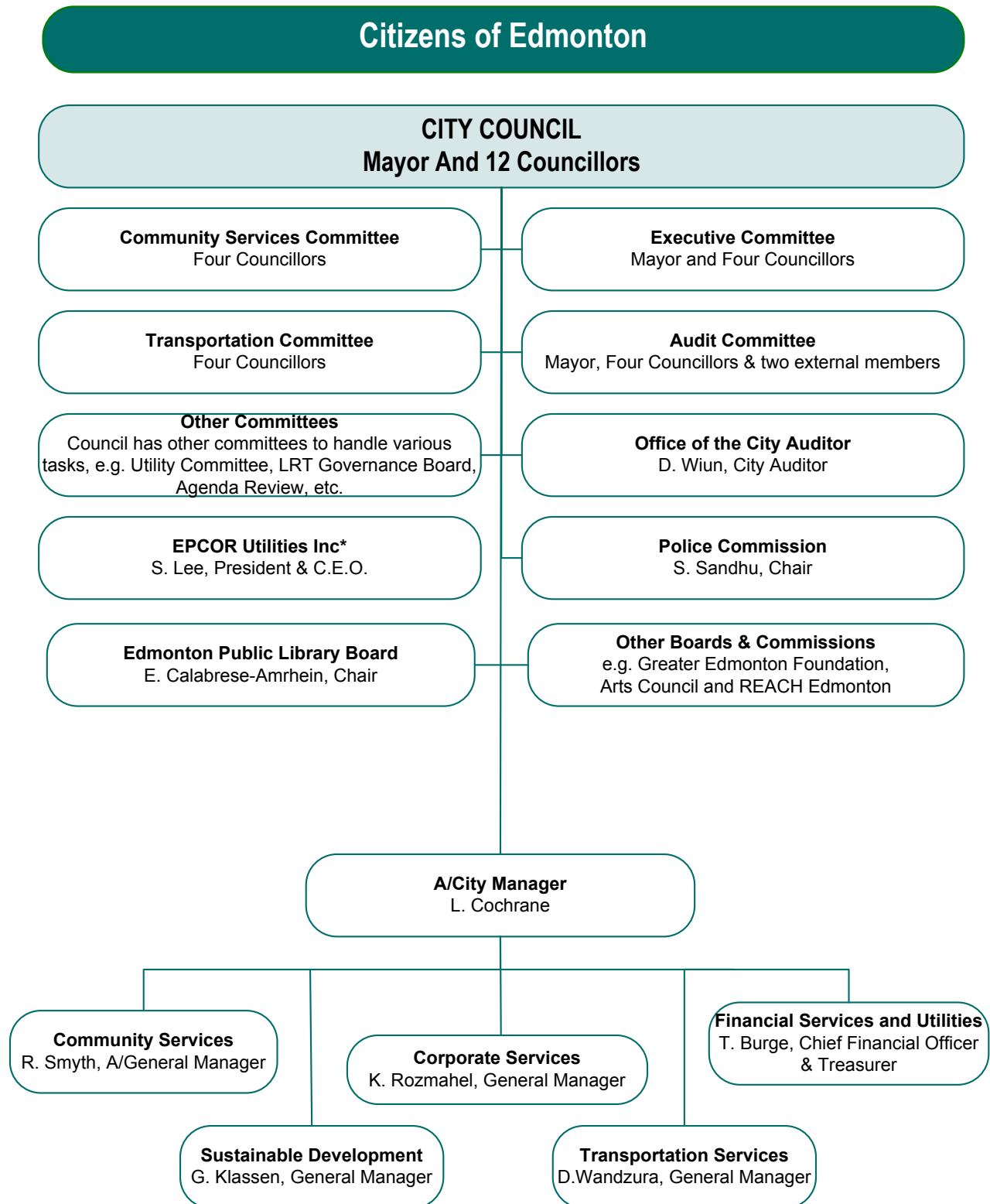
### City Council

Edmonton's City Council is made up of 13 elected representatives including one Mayor and 12 City Councillors. The mayor is elected by all Edmontonians who vote in the civic election. Councillors are elected by voters in the wards they represent. Edmonton has twelve wards and each ward is represented by one Councillor who serves a four-year term.

City Council meetings are held two to three times a month. City Council has a number of standing committees that meet regularly. Meetings are open to the public.



In order to deliver services to the citizens of Edmonton, the City of Edmonton is organized into the legislative and administrative structure shown below:



\* EPCOR Utilities Inc. is a wholly owned subsidiary of the City of Edmonton.

The table below contains the listing of Council Motions that departments were directed to address during the 2016-2018 Budget process.

Council Motions	Date	Responsible Department	Net Operating Requirement (000's)	Action
<b>1. River Crossing Business Plan</b>	<b>June 30, 2015</b>			
<p>That Administration:</p> <ul style="list-style-type: none"> <li>• prepare an unfunded operating budget service package, in the amount of \$675,000 for Council's consideration during the 2016 budget deliberations to develop the River Crossing Business Plan</li> <li>• establish the Administrative Advisory (Technical) Committee known as the River Crossing - Advisory Committee as set out in Attachment 2 of the June 30, 2015, Sustainable Development report CR_2373</li> <li>• amend the Terms of Reference as set out in Attachment 2 of the June 30, 2015, Sustainable Development report CR_2373, to include roles and responsibilities of a Community Advisory Committee for engaging with the Committee (Technical) and include appropriate stakeholders.</li> </ul>	Executive Committee	Sustainable Development	2016 - \$450 2017 - (\$225) 2018 - (\$225)	Put forward as an unfunded service package - River Crossing
<b>2. River Valley Access</b>	<b>June 30, 2015</b>			
<p>That Administration prepare an unfunded operating budget service package for consideration by Council during the 2016 Budget deliberations for the development of a Master Plan for the lands within the Woodbend Natural areas, Oleskiw lands, and the Ribbon of Green areas as well as the remainder of the priority area 3, including:</p> <ul style="list-style-type: none"> <li>• identifying parking and access to the river valley, sensitive to the natural area, and</li> <li>• consultation with stakeholders including neighbouring counties, and aboriginal Communities (Enoch).</li> </ul>	Executive Committee	Sustainable Development	2016 - \$208 2017 - \$203 2018 - (\$196)	Put forward as an unfunded service package - Southwest Ribbon of Green
<b>3. Preservation of Historic Properties - Service Package</b>	<b>July 8, 2015</b>			
That Administration prepare an unfunded service package to fund the option for Preservation of Historic Properties as set out in Attachment 6 of the June 30, 2015, Sustainable Development report CR_1863, for consideration during the 2016 Budget deliberations.	Executive Committee	Sustainable Development	2016 - \$415 2017 - \$6 2018 - \$8	Put forward as an unfunded service package - Options for Heritage Preservation
<b>4. Wildlife Management Funding and Education Options</b>	<b>August 21, 2015</b>			
<p>1. That Administration prepare a services package for Council's consideration during the 2016-2018 budget deliberations for options for enhanced wildlife management enforcement.</p> <p>2. That Administration provide a report on options to enhance education and communication related to wildlife management and safety.</p>	Community Services Committee	Community Services		Service Package options will be provided with the report to Council on November 27, 2015

The table below contains the listing of Council Motions that departments were directed to address during the 2016-2018 Budget process - continued.

5. Road Safety Strategy		September 16, 2015		
That Administration prepare a detailed implementation plan for the 2016 - 2020 Road Safety Strategy, including accompanying service packages and capital profiles.		Transportation Committee	Transportation Services	Both are proposed to be recovered by the Photo Enforcement Reserve Put forward as unfunded service packages - Pubic Engagment & Education and Traffic Safety Research Chair
6. Heritage Program - Trend Analysis and Scenarios for 2016-2018		October 5-7, 2015		
That Administration provide a report for the November 27, 2015, 2016 - 2018 City Council Budget meeting, including a trend analysis and scenarios for 2016-2018 for Council to consider regarding increasing the existing Heritage Program.		Executive Committee	Sustainable Development	Trend analysis and scenarios will be provided with the report to Council on November 27, 2015

### List of Council Approved Plans (does not include ASPs, NSPs, bylaws, city policies or Council initiatives)

**Approval Date**

#### I. Strategic Plan:

*The Way Ahead (2009-2018)*

Approved July 9, 2008 (Updated 2011, 2014)

#### Directional Plans:

*The Way We Grow: Municipal Development Plan*

Approved May 26, 2010

*The Way We Move: Transportation Master Plan*

Approved September 14, 2009

*The Way We Live: Edmonton's People Plan*

Approved July 7, 2010

*The Way We Green: Edmonton's Environmental Strategic Plan*

Approved July 20, 2011

*The Way We Prosper: Economic Development Plan*

Approved March 20, 2013

*Financial Sustainability Plan*

Under Development

#### II. Implementation Plans:

*The Way We Move Implementation Plan*

Received for information July 10, 2012

*The Way We Live Implementation Plan*

Received for information July 10, 2012

*The Way Ahead Implementation Plan*

Received for information March 3, 2015

Name of Plan/Owner		Approval Date/ Day of Update
<b>Community Services</b>		
1	10-year Arena Capital Development Strategy 2009-2019	Approved July 17, 2007 (Update) March 12, 2013
2	Art of Living	Approved April 30, 2008 (Update) June 15, 2015
3	Artificial Turf Plan (2009-2015)	Received for Information, November 3, 2008
4	Cemeteries Master Plan	Approved November 28, 2012
5	Child Friendly Edmonton Strategy (Update)	(Verbal Update) September 13, 2010
6	Elevate Report - Community Sustainability Task Force	Approved June 11, 2012
7	Fort Edmonton Park 2010 Master Plan Update	Approved Update May 12, 2010
8	John Janzen Nature Centre Development Plan	Phase One, September 22, 2008 Update, March 16, 2011
9	Joint Use Agreement: Facilities and Lands	Approved July 11, 2007
10	Long-term Strategy for Funding Operating Costs for Seniors Centers	Approved June 25, 2007
11	Medium Term Recreation Facility and Sports Field Plan	Approved July 17, 2007 Update March 19, 2012
12	Muttart Conservatory Master Plan and Land Use Plan 2001	Approved July 17, 2001 Update January 12, 2009
13	Neighbourhood Park Development Program Renewal	Approved August 30, 2010 Update November 25, 2011
14	Neighbourhood Revitalization Framework	Received for Information April 28, 2006
15	Outdoor Aquatic Strategy 2008-2017	Approved January 16, 2008
16	Edmonton Fire Rescue Services Quality Management Plan (QMP)	Approved July 2, 2003 Update August 30, 2010
17	Fire Rescue Master Plan	Received for information November 14, 2006 Update July 9, 2012
18	Queen Elizabeth Park Master Plan	Approved August 20, 2013
19	Racism-Free Edmonton Action Plan	Approved September 29, 2008
20	REACH Report	Received for Information , April 28, 2010
21	Recreation Facility Master Plan 2005-2015	Approved August 31, 2004 Update November 10, 2009
22	Seniors' Center Plan (2011-2021)	Approved May 9, 2011 Update September 19, 2011
23	Sports Field Strategy 2005-2015	Medium Term Recreation Facility and Sports Field Plan Approved July 17, 2007
24	Terwillegar Park Concept Plan (2009)	Approved February 4, 2009
25	Urban Aboriginal Accord	Approved May 17, 2005
26	Valley Zoo Master Plan Update 2005	Approved November 29/30 2005
27	Violence Reduction Action Plan	Approved August 31, 2011 Update November 20, 2012

# Supplementary Information

## List of Council Approved Plans

Name of Plan/Owner		Approval Date/ Day of Update
28	WinterCity Strategy/WinterCity Implementation Plan	Approved October 2012 and September 2013 respectively (Annual updates ongoing)
29	Vision for an Age-Friendly Edmonton Action Plan	Approved July 9, 2012
30	Kinsmen Sports Centre Master Plan	Approved November 2014
31	Buena Vista Laurier Park Master Plan	Approved April 29, 2014
32	Medium Sized Stadium Strategy	Approved March 12, 2014
33	Municipal Emergency Plan	Approved May 25, 2004, Updated August 17, 2011
34	Whitemud Integrated Area Concept Plan (Kihciy Askiy)	Approved 2003
35	Forestry Management Plan	Approved 2012
36	Naturalization Master Plan	Approved 1994
37	Avenue Initiative Revitalization Strategy	Approved 2005
38	Jasper Place Revitalization Strategy	Approved 2008
39	McCauley Revitalization Strategy	Approved 2010
40	Central McDougall/Queen Mary Park Revitalization Strategy	Approved 2012
<b>Financial Services and Utilities</b>		
41	Combined Sewer Overflow Control Strategy	Approved March 14, 2000 Update June 16, 2011
42	Drainage Services Master Plan 2004-2014	Approved January 20, 2004
43	Edmonton City Council's Infrastructure Strategy: Building the Capital City from the Infrastructure Up	Approved January 17, 2006
44	Long Range Financial Plan 2007-2016	Approved August 20, 1998
45	Sanitary Servicing Strategy	Approved July 9, 1998 Update March 26 2014
46	Waste Management Strategic Plan	Approved June 14, 1994 Update received for Information, April 3, 2012
<b>Sustainable Development</b>		
47	Capital Region Housing Plan	Approved February 25, 2009
48	CO2RE Strategy (updated)	Approved October 29, 2002, Update December 3, 2007
49	Contaminated Gas Stations Task Force Strategy	Approved January 20, 2012 Update July 12, 2010
50	Edmonton Area Community Plan on Housing and Supports	Previous Community Plan endorsed May 2005; this Community Plan approved Dec. 2011, Update July 12, 2010
51	Edmonton's Industrial Land Strategy	Approved August 27, 2002 Update March 9, 2004 Verbal Update July 5, 2010
52	First Place Program	Pilot project approved November 2006
53	Food and Urban Agriculture Strategy	Approved November 14, 2012 Update April 29 2013
54	Fort Road Old Town Master Plan	Approved Nov 26, 2002 Update September 23, 2003
55	Growth Coordination Strategy	Approved May 26, 2010
56	Natural Areas Acquisition Strategy	Received for Information September 11, 2001
57	North Saskatchewan River Valley and Ravine System Redevelopment Plan	Approved Feb 26, 1985 Update September 19, 2013
58	Quarters Urban Design Plan	Approved April 15, 2009
59	Ribbon of Green Master Plan	Approved July 28, 1992
60	A Plan of Action for the Capital Region River Valley Park	Approved July 3, 2007
61	West Rosedale Urban Design Plan	Approved August 29/30 2011
62	Urban Parks Management Plan 2006-2016	Approved June 13, 2006 Update November 3 2009
63	Urban Sustainability Action Plan	Approved August 31, 2004 Update July 5, 2005
64	Wetland Acquisition Strategy	Received for Information November 23, 2005
<b>Transportation Services</b>		
65	Concept Plan for SE LRT	Approved January 19, 2011 (Update, June 20, 2012)
66	Concept Plan for the entire Valley line (SE to W LRT)	Approved February 15, 2012 Update December 11, 2013
67	Concept Plan for the Northwest LRT	Approved Corridor July 7, 2010 (Update) May 8, 2013
68	Cycle Edmonton: Bicycle Transportation Plan	Approved August 25, 2009
69	LRT Network Plan	Approved June 19, 2009
70	Pavement Investment Strategy	Approved April 4, 1995
71	Sidewalk Strategy (PED CONNECTIONS)	August 25 2009 - Combined into 10 Year Active Transportation Strategy

### Financial Policies

City Policies are Council statements that set discretionary duties or standards of performance for the City, addressing recurring issues that provide guidelines setting out the level and manner the City will perform duties imposed on itself or those imposed on the City by legislation.

In accordance with the Municipal Government Act (MGA), the City of Edmonton's budget is balanced, with no projection of either a deficit or a surplus. Any year-end surplus remaining after specific projects' carry-forwards are approved by Council is transferred to the Financial Stabilization Reserve.

The following are key financial policies adopted by the City of Edmonton:

#### **Business Revitalization Zone** (Policy #: C462B, Adopted March 2007)

The Business Revitalization Zone structure is a mechanism for organizing business interests, resources and opinions within a commercial district comprised of a diversity of business types and numbers. The City encourages and will facilitate the efforts of a business community to improve and promote its economic and physical well-being through the creation of a Business Revitalization Zone Association.

#### **Current Planning Reserve** (Policy #: C570, Adopted November 2012)

1. In compliance with this policy, Reserve and Equity Accounts Policy C217B and the Municipal Government Act, the establishment of a Current Planning Reserve and the transfer to and from the reserve requires Council approval through the budget.
2. The Current Planning Reserve will have a minimum balance of 30% with a target balance of 75% of the current budgeted expenditure (excluding any non-cash amortization) of Current Planning Branch. The target will be reviewed and reported to Council on a periodic basis.
3. One hundred percent of any annual Current Planning Branch surplus will be placed in the Current Planning Reserve. One hundred percent of any annual deficit will be drawn from the Current Planning Reserve. In the event that the reserve does not cover the deficit, Administration may request that Council approve tax levy support which will be repaid by future periods planning revenues.
4. In the event of a balance exceeding the target, Administration will develop a strategy to reduce the fund balance over a period not to exceed three years. In the event of a balance below the minimum level, Administration will develop a strategy to achieve the minimum level over a period not to exceed three years starting with the subsequent year operating budget.
5. The Current Planning Reserve balance and policy will be reviewed annually and a recommendation will be brought forward to Council.

#### **Debt Management Fiscal Policy** (Policy #: C203C, Adopted July 2008)

1. Debt is an ongoing component of the City's capital financing structure and is integrated into the City's long-term plans and strategies.
2. Debt must be Affordable and Sustainable. The City must maintain Flexibility to issue Debt in response to emerging financing needs.
3. Debt must be structured in a way that is fair and equitable to those who pay and benefit from the underlying assets over time.
4. Debt decisions must contribute to a sustainable and vibrant City by balancing quality of life and financial considerations.
5. The issuance of new Debt must be approved by City Council.
6. Debt must be managed, monitored and reported upon.



### **Drainage Services Utility Fiscal Policy – Sanitary & Land (Stormwater) Utilities** (Policy#: C304C, Adopted June 2011)

1. Each Utility is to be operated in a manner that balances the desire to provide the best service at the lowest cost (public utility) while employing private sector approaches to encourage innovation and customers (private utility).
2. Each Utility will be subject to Local Access Fee, similar to private utilities for the use of public right of ways and in lieu of property taxes. The Local Access Fee will be up to 8% of Qualifying Revenues, as determined by City Council.
3. The Utility is exempt from Dividend payment to the City of Edmonton.
4. Similar to private utilities accounting approach.
5. Where government transfers are not provided for the exclusive use of the Utility, access to government transfers is dependent upon the completion of a business case that take into account the overall needs of the community. The goal is to ensure that any government transfers have been best leveraged to achieve the City's overall priorities.
6. Where the Utility is contemplating the provision of non-regulated services and such services require significant capital investment and/or net operating costs, a business case is to be prepared such that the Utility Committee may make recommendations to City Council regarding the initial and/or ongoing funding of such activities from sources other than Rate Revenue.
7. Each Utility is to contribute towards achieving the City's Strategic Plan.

### **ETS Fare Policy** (C451F, Adopted December 2010)

The Transit Fare Structure shall:

1. Be based on the Corporate Business Plan and the Long Range Financial Plan guidelines.
2. Include regular Bus and LRT fares, Concession fares, DATS fares, Special Event fares, and Charter Rates.
3. The Transit System Fare Policy will be reviewed at least once per Council Term

### **Fiscal Policy for the Enterprise Portfolio – Community Services** (Policy# C479, Updated November 2000)

The enterprise portfolio model was endorsed by City Council on June 24, 1997 as the preferred option for the ownership and management of selected city facilities. The purpose of the enterprise portfolio is to:

1. Generate synergies through economics of scaled and through collaboration (as opposed to competition) among the constituent facilities and lines of business;
2. Achieve effectiveness and efficiencies as a combined portfolio that would be less achievable as separate entities;
3. Create a cap of the tax levy support required for the operation and development of constituent facilities excluding corporate initiatives as defined in City Procedures.
4. Provide flexibility, incentive, and accountability for the portfolio to innovate and to seek new revenue streams, partnerships, and business opportunities within its mandate;
5. Allow for re-investment of any surpluses generated, to achieve the long-term sustainability of the portfolio;
6. Safeguard existing municipal investment in the infrastructure, and optimize accessibility for citizens and users. The enterprise portfolio shall operate as one financial and managerial unit in accordance and compliance with other financial policies.

The purpose of this policy is to: Formalize the fiscal management and operating principles of the Enterprise Portfolio to ensure long-term viability, growth, stability, and entrepreneurial spirit within the municipal environment.

### **Investment Policy** (Policy # C212D, Adopted September 2009)

Section 250 of the Municipal Government Act sets out the approved investment vehicles for all Alberta municipalities; additional Council-approved investment policies exist in The City of Edmonton Investment Policy (#C212D), updated most recently in September 2009. The City of Edmonton will invest, or cause to be invested, funds under its control in permitted capital markets to maximize returns at a prudent level of risk.

### **Land Enterprise Dividend Policy** (Policy #: C516B, Adopted November 2008)

The Land Enterprise will pay an annual dividend to the City of Edmonton based on the actual net income of the land development activity of the Land Enterprise. The Dividend will be based on 25% of actual net income of the land development activity of the Land Enterprise and paid in the second quarter of the following year. City Council will review this policy every three years or more often if material economic changes occur or at Council's discretion.

### **Recreation User Fee** (Policy# C167A, Adopted September 2008)

The City of Edmonton provides a variety of recreation, culture, leisure and sporting opportunities for residents and visitors. While the delivery of recreation services addresses a basic human need and reflects the values of our community and the desire to present Edmonton as a vibrant centre, a user fee policy provides a balanced approach for establishing fees in consideration of the following objectives:

1. Reducing the reliance on property taxes, by recovering an appropriate portion of the costs for various services from the user(s) that primarily benefit from them.
2. Providing a fair and equitable process that encourages accessibility and participation.
3. Ensuring that fees contribute to the public's effective and efficient use of City resources.
4. Identifying the relative pricing provided to various user segments.

Establishing meaningful and realistic goals that provide enough flexibility to meet evolving social values and changing fiscal pressures.

### **Reserve and Equity Accounts** (Policy #: C217B, Adopted October 2009)

1. In compliance with this policy and the Municipal Government Act, the establishment of all Reserve and equity accounts and the transfers to and from these accounts require Council approval through the budget.
2. The financial stabilization Reserve must have a minimum balance of 5% with a target balance of 8.3% of current general government expenses (excluding non-cash amortization.) One hundred percent of any annual general government surplus will be placed in the financial stabilization Reserve. Any balance above the target will be applied evenly to the three subsequent years' operating budgets or applied to significant one-time operating expenses or capital priorities. In the event of a balance below the minimum level, a strategy will be adopted to achieve the minimum level over a period not to exceed three years, including replenishing the Reserve with any unplanned one-time revenues, previously committed one-time contingent funds or appropriated items that are no longer required for their original purpose. Other Reserve and equity account balances will be reassessed and where appropriate, amounts transferred to the financial stabilization Reserve.
3. Reserve and equity account balances will be reviewed on a periodic basis, with recommendations made to City Council.

### **Waste Management Utility Fiscal Policy** (Policy # C558, Adopted June 2011)

1. The Utility is to be operated in a manner that balances the desire to provide the best service at the lowest cost (public utility) while employing private sector approaches to encourage innovation and using a cost structure that sends the proper price signal to the customers (private utility).
2. The Utility is exempt from a Local Access Fee as the Utility does not have exclusive rights to the waste collection and disposal market, nor does it have exclusive use of the roadways.
3. The Utility is exempt from Dividend payment to the City of Edmonton.
4. Similar to private utilities, the Utility will account for the cost of service under a full cost accounting approach.
5. Where government transfers are not provided for the exclusive use of the Utility, access to government transfers is dependent upon the completion of a business case that takes into account the overall needs of the community. The goal is to ensure that any government transfers have been best leveraged to achieve the City's overall priorities.
6. Where the Utility is contemplating the provision of non-regulated services and such services require significant capital investment and/or net operating costs, a business case is to be prepared such that the Utility Committee may make recommendations to City Council regarding the initial and/or ongoing funding of such activities from sources other than Rate Revenue.
7. The Utility is to contribute towards achieving the City's Strategic Plan.

### Budget Basis and Regulation

The City of Edmonton prepares its budget in accordance with Canadian public sector standards, using the modified accrual basis for accounting.

The operating budget lays out the revenues and expenses planned for the following year to deliver city services, using a program-based approach focused on service delivery and advancement towards the City's long-term goals. As directed by the *Municipal Government Act*, the City must approve a balanced annual budget.

From year to year, new services may be created when City Council identifies a clear need. Services may be enhanced or reduced to more closely align with goals and outcomes, due to costs or other factors.

There is an established budget adjustment process that provides the City with flexibility to adjust business plans and budgets to respond to changing economic, social, environmental and political circumstances. The adjustment process details are included toward the end of this section.

Non-cash budget for amortization and contributed assets is included in the 2015 budget under the section "Budget by the Numbers".

### Financial Reporting vs. Budgeting Basis

The City of Edmonton prepares its budget on a modified accrual basis while its basis of accounting (used to prepare City financial statements) is full accrual basis. Both are in accordance with Canadian Generally Accepted Accounting Principles for governments as recommended by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants.

The modified accrual basis of accounting is a hybrid of cash and accrual methods. It recognizes revenues as they become **available** and measurable, and recognizes expenditures generally when the fund liability is incurred.

The full accrual basis of accounting recognizes revenues in the period they are **earned** and become

measurable in, and recognizes expenses when incurred.

These different accounting methods are used due to differing accounting measurement objectives. The financial statements are measuring the substance of transactions and so include non-cash transactions. The City budget on the other hand is funded on a tax levy basis and is focused on current financial resources and matching budget year revenues with costs.

The two methods treat amortization, contributed assets and the gain/loss on asset disposals differently. Under the modified accrual basis:

- **Amortization** - Not recognized as it is a non-cash expense.
- **Contributed Assets** - Do not affect the budget except in context of associated operating expenses.
- **Gain/Loss on asset disposals** - Captured in the cash flow associated, if any.
- **Reporting Entity**

The following discussion attempts to give a more complete understanding of what is included as part of the City of Edmonton Operating Budget. The following pages will explain these in greater detail:

1. **Tax Levy Supported Operations** - Civic Departments, Boards & Commissions and all Corporate Programs. These are included in the budget.
2. **Enterprise** - Land Enterprise is included in the budget and identified separately.
3. **Utilities** - Sanitary Drainage, Stormwater Drainage and Waste Management. The budgets for utilities are brought forward separately and are therefore not included in this budget.
4. **Subsidiaries** - EPCOR is the City's main subsidiary. EPCOR's Board submits its budget directly to Council and accordingly its budget is not included in this document. For budget purposes, only the amount paid by EPCOR to the City of Edmonton is shown.

### 1. TAX-LEVY SUPPORTED OPERATIONS

Tax Supported Operations includes all operating activities provided through Civic Programs, Corporate Programs and Boards & Commissions. These programs are primarily supported by a combination of property taxation, user fees, return on investment, and grants from other orders of government and can be categorized as follows:

#### A. Civic Programs

These are the programs delivering services to residents and the support programs. These constitute the majority of this budget document.

#### B. Corporate Expenditures & Revenues

The City's Corporate Expenditures & Revenues include revenue sources and corporate costs that are not specific to any department or service delivery program. All Corporate Expenditures & Revenues are included in this budget.

#### C. Boards & Commissions (B&Cs)

These are autonomous organizations with separate boards/commissions, related to the City through operating agreements, which usually include financial obligations. Boards and commissions are each governed by an establishing document.

For budget purposes, the B&C's operations are provided to Council. Revenues and expenses are included as tax levy but identified separately in the City Budget. City Council approves the B&C's – expenses, revenues, and the net operating requirement that is subsidized by the City.

For financial reporting purposes, the B&C's revenues, expenses, assets and liabilities are consolidated with the City of Edmonton's financial statements consistent with any other tax-supported operation. Inter-organizational transactions are eliminated.

The Police Commission, Public Library and Edmonton Economic Development Corporation (EEDC) are explained below. The section "Other" in the Budget document has more detail for all other B&C's:

#### i. Edmonton Police Commission

This Commission is the policy-making and oversight body for the Edmonton Police Service. Made up of seven citizens who are appointed by City Council, and two City Councillors, it is responsible for overseeing the Edmonton Police Service, including allocating funds provided in its annual operating budget.

#### ii. Edmonton Public Library (EPL)

The EPL operates under authority of the Libraries Act of Alberta. Its operations are administered by the independent Edmonton Public Library Board, made up of nine City Council appointed citizens and one City Councillor. The Board reports to City Council.

#### iii. Edmonton Economic Development Corporation (EEDC)

EEDC is a not-for-profit company owned by the City, established under Part 9 of the Companies Act (Alberta) to promote economic development and tourism in Edmonton. It also operates and maintains the Shaw Conference Centre and Edmonton Research Park. Its funding includes an annual City grant.

#### iv. Other Boards & Commissions

Other Boards & Commissions that are part of this budget are identified separately in the Document section "Other". However, the City partners with many organizations and though not identified separately, these relationships are reflected in the City departments that support and work with the partner agencies.

- Arts Council
- Edmonton Combative Sports Commission
- Edmonton Federation of Community Leagues
- Fort Edmonton
- Greater Edmonton Foundation
- Heritage Council
- REACH Edmonton
- Space & Science Foundation

## 2. ENTERPRISES

Enterprises are self-sustaining operations not directly funded by property taxes.

### A. Land Enterprise

Land Enterprise is the City's land development and sales operation. It manages the land requirements of the corporation and positions the City to actively promote development from the perspectives of sustainability, revitalization, and urban form. The operations of the Land Enterprise is governed by City Policy C511- Land Development Policy. Annual surplus or deficits are added to or reduced from the Land Enterprise Fund Balance. The Land Enterprise pays an annual dividend to the City of Edmonton as described in the Land Enterprise Dividend Policy (C516B).

## UTILITIES

Utilities are not funded by tax levy. They are funded only by rates charged directly to users, and in turn they provide a return on rate base to the City. Council approves these rates.

### A. Drainage Services

Drainage Services provides for the management of Sanitary and Stormwater Utility for the residential, commercial, industrial, and institutional customers of Edmonton. The program operates based upon the principles provided in the regulations of the Alberta Utilities Commission (AUC). Utility rates are established to provide for the operating and capital requirements of the drainage systems. Both Utilities are operated as public utilities under a full cost recovery model.

The operations of the Utility are governed by the Drainage Services' Utility Fiscal Policy (C304C).

### B. Waste Management Services

The Waste Management Utility was established under a public utility model in January 2009. Major services (collection, processing and disposal) are delivered as a fully integrated waste management system. The program operates based upon the principles provided in

the regulations of the Alberta Utilities Commission (AUC).

The operations of Waste Management Utility are governed by the Waste Management Policy (C527), and the Waste Management Utility Fiscal Policy (C558).

## 4. SUBSIDIARIES

These are companies owned by the City.

EPCOR is the City's main subsidiary. Others like the City of Edmonton Non-Profit Housing Corporation are included within the respective department while Edmonton Economic Development Corporation (EEDC) is covered under Board & Commissions.

### EPCOR Utilities Inc. (EPCOR)

EPCOR Utilities Inc. (EPCOR) is a wholly owned subsidiary governed by an independent Board of Directors. Headquartered in Edmonton, EPCOR builds, owns and operates electrical transmission and distribution networks, and water and wastewater treatment facilities and infrastructure in Canada.

The Board submits its budget directly to Council and accordingly its budget is not included in this document. For budget purposes, only the amount paid by EPCOR to the City of Edmonton is shown.

For financial reporting, EPCOR's operational results are reported in the annual financial statements using the modified equity method of accounting. Accounting principles are not adjusted to conform to the City's as a local government and inter-organizational transactions and balances are not eliminated.

### 5. INVESTMENTS, RESERVES & DEBT

#### A. Investments

The City maintains investments as established under City Policy C212D. A significant portion of these investments is managed within the Ed Tel Endowment Fund, in accordance with City Bylaw 11713. Investment earnings as well as Ed Tel dividends are directed to Capital under the Pay-As-You-Go program, consistent with the budget strategy to shift volatility of certain revenue streams to Capital. See Ed Tel Endowment Fund 2013-2018 on the next page.

#### B. Reserves

Reserves give the City of Edmonton financial sustainability and flexibility to address emerging issues. Governed by City Policy C217B, Reserve establishment and transfers to and from these accounts require Council approval through Budget. Tables describing all Reserve funds and Approved budgeted transfers for each individual Reserve have been provided in this document.

#### C. Debt

Working under debt and debt service cost limits in the MGA as well as the more conservative Debt Management Fiscal Policy (DMFP), debt is used as a financing source for the City's long-term capital plans and strategies to maintain long-term financial affordability, flexibility and sustainability.

The policy also provides for approval of multi-year debt guidelines with a corresponding debt repayment funding strategy, and added flexibility for the use of freed up debt servicing funding once debt is retired.

Debt principal repayments are accounted for as expenditures for budgetary purposes and as reductions on long-term debt liability for financial reporting purposes.



### Ed Tel Endowment Fund - 2013-2018 Summary

(\$000)	2013 Actual	2014 Actual	2015 Forecast	2016 Forecast	2017 Forecast	2018 Forecast
<b>Opening Fund Balance</b>	\$ 648,507	\$ 683,798	\$ 745,838	\$ 764,440	\$ 772,665	\$ 786,556
Investment Earnings	59,666	90,251	51,183	52,943	53,615	54,119
Expenses	(2,914)	(3,497)	(3,937)	(4,073)	(4,124)	(4,163)
Net Investment Earnings	56,752	86,754	47,246	48,870	49,491	49,956
Income Distributed to City of Edmonton	(21,461)	(24,714)	(28,644)	(32,600)	(35,600)	(37,800)
Special Dividend Distributed to City of Edmonton	-	-	-	(8,045)	-	-
<b>Net Income</b>	35,291	62,040	18,602	8,225	13,891	12,156
<b>Ending Fund Balance</b>	<b>\$ 683,798</b>	<b>\$ 745,838</b>	<b>\$ 764,440</b>	<b>\$ 772,665</b>	<b>\$ 786,556</b>	<b>\$ 798,712</b>

The Ed Tel Endowment Fund was established by City Council in 1995, with investment of the \$470 million in proceeds from the sale of the municipal telephone utility. The objective of the fund is to provide a source of income in perpetuity while ensuring that the real purchasing power is maintained. Earnings from the fund are applied under a formula established by City Bylaw 11713.

In accordance with Bylaw 11713, a special one-time dividend increase of 25% may be considered in the following year if the market value of the fund grows to more than 15% above the "Inflation Adjusted Principal" at June 30<sup>th</sup> of the current fiscal year. Similarly, if the market value of the fund declines to more than 10% below the "Inflation Adjusted Principal", the following year's dividend will be reduced by 25%.

Strong investment returns experienced in 2014 and 2015 and the surplus status of the fund as at June 30, 2015 provided the opportunity for a special dividend of \$8.0 million to be paid from the Ed Tel Endowment Fund to the City of Edmonton in 2016. City Council approved the distribution of a special dividend to the City on September 9, 2015. This has been reflected in the 2016 forecast above. The forecasted net investment earnings and income distributed to the City are based on market values at the time of setting these forecasts. Income distributed to the City is based on the fund's market value as at June 30<sup>th</sup> of the previous year. Actuals may differ from forecasts.

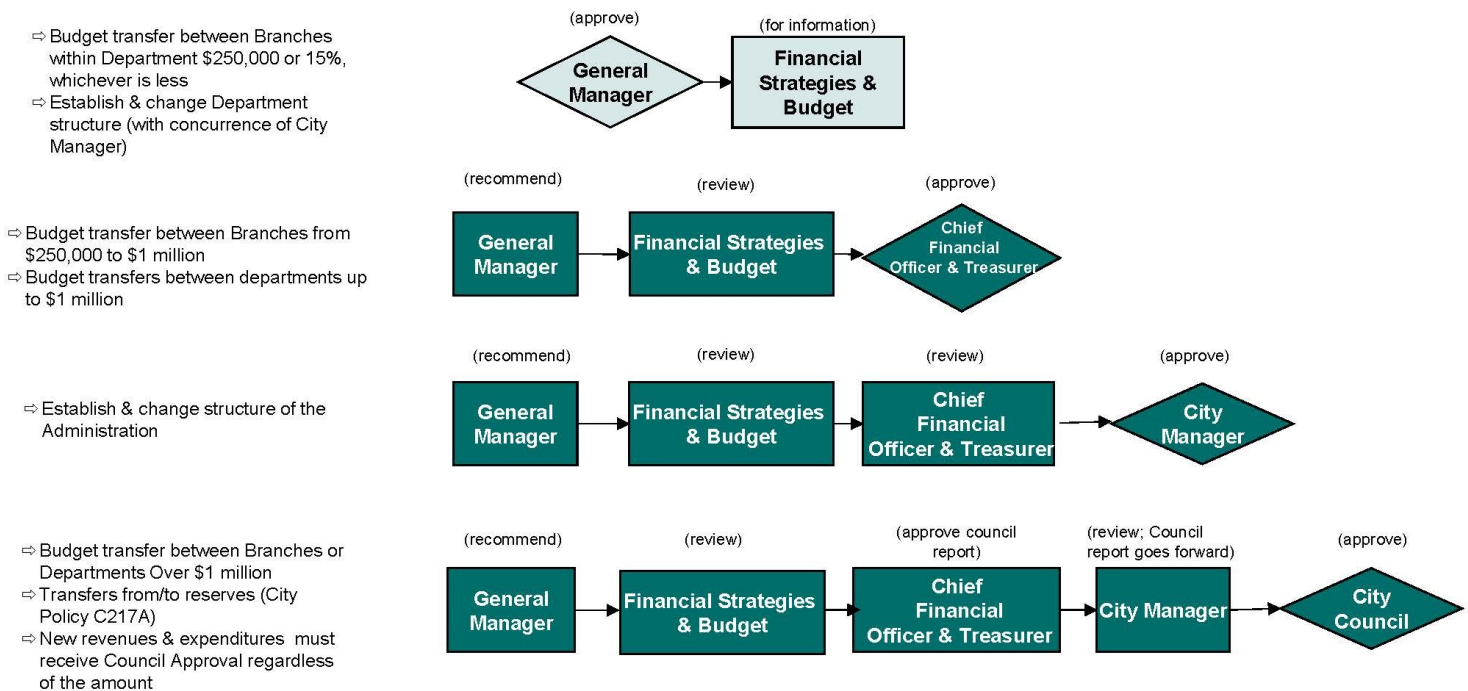
### Process for Budget Adjustments

The budget adjustment process provides the City authority to amend the budget after Council has passed the year's budget. It provides flexibility to adjust business plans and budgets to respond to changing circumstances.

Per the Delegation of Authority Bylaw 12005, the Chief Financial Officer & Treasurer can authorize budget adjustments of up to \$1 million from a budgeted Branch to another within Civic Departments. Department General Managers can authorize budget adjustments of up to the lesser of \$250,000 or 15% of the departmental budget from one budgeted Branch to another within the departmental budget.

Corporate reorganizations are within the approval authority of the City Manager. Department General Managers can authorize department reorganizations within their approved budgets, with concurrence of the City Manager. The following is a graphical summary of the budget adjustment process:

### Operating Budget Budget Adjustment Process (Branch as defined in the Budget)



#### Special Notes:

- ⇒ The Library Board and Police Commission have the authority to make adjustments within their total approved budget. Budget adjustments outside this authority go to City Council.

Revised October 28, 2015

From the Operating Budget perspective, the City budgets for Operating funds and Reserve funds. This document contains all the details of the Operating fund and Reserve funds. The Operating fund is captured within the Table “Proposed 2016-2018 Tax-Supported Operations”. The Reserve fund is covered in the following section.

**Operating**—The Operating Fund balance represents the budget required to offset future operational revenue requirements. This budget book contains the details on the Operating budget fund. A summary of the Operating fund can be found in the section ‘Budget by the Numbers’.

There are separate budgets within the Operating Fund which are summarized below:

- Tax supported operations
  - Civic/Corporate Expenditures & Revenue
  - Boards and Commissions
- Non-tax supported operations
  - Land Enterprise
- Investment funds
  - Ed Tel Endowment Fund
  - Sinking Fund Excess Earnings

**Reserves**—Reserve funds are governed by City Policy C217B which states that the establishment and transfers to and from these accounts require Council approval through the Budget.

The City has various types of Reserves to serve a wide variety of purposes as follows:

- Stabilization - funds set aside for emergent, generally unanticipated needs.
- Planned Stabilization - planned transfers to deal with a known stabilization requirement in the future.
- General Operating and Capital - used to fund general operating and capital requirements.
- Specific Purpose - used to fund one-time or unique activities.
- Regulatory/Third Party Requirements - subject to external restrictions.

Transfers can be made to reserves from the operating budget and from other reserves. Transfers can also be made from the reserve to the capital budget, operating budget, and other reserves. One of the largest reserves is the Financial Stabilization Reserve (FSR). One hundred percent of any annual general government operating surplus will be placed in the FSR. Likewise, any deficit is also funded by the FSR.

Reserve amounts not used during the year remain in the reserve to be utilized in future years.

Certain reserves are interest bearing and accumulate interest on a monthly basis. Interest earnings from investment of the reserve balance are applied back to this reserve as they are earned. Interest earnings are intended to be applied to a reserve only if there are external requirements based on legislation or agreements, or if the reserve is intended to fund future capital expenditures. This allows the reserve to accumulate interest at the City’s short-term investment earnings rate to maintain purchasing power over time.

# Supplementary Information

## 2015 Adjusted Budget

Following is a summary showing the changes from the 2015 Approved Budget to the 2015 Adjusted Budget, which is used as the starting point for the 2016 Approved Budget.

### 2015 Adjusted Budget

(\$000)	Net Expend.	Revenue	Net Requirement	FTEs
<b>Community Services</b>				
<b>Community Recreation Facilities</b>	104,455	60,288	44,167	911.0
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	2,127	-	2,127	-
15-07 Settlements - Union 52, Local 30, IBEW 1007 & OOS - Fleet	44	-	44	-
15-08 Yr End report - FIFA Women's World Cup (1-time)	317	-	317	-
15-10 Budget Update Report - ITU World Triathlon Series from IEA - OCM	1,200	-	1,200	-
15-10 Budget Update Report - STD Insurance Premiums tfd to HR	(76)	-	(76)	-
15-13 Transfer Homeless on Parkland to Community Standards	(226)	-	(226)	(1.2)
15-15 MW Sr & Multicultural Centre & Web content to Strategies & Dev't	(284)	-	(284)	(0.2)
15-22 Tfr FTE to Neighbourhoods - Hawrelak Park Water Play Experience	(175)	-	(175)	(0.4)
15-26 Transfer from Corporate Communications, City Hall School & Tour Guides	312	15	297	2.0
15-48 Transfer from Operating To Capital - Equip Conservation, Kinsmen (1-time)	(61)	-	(61)	-
	-	-	-	-
<b>Revised Total</b>	<b>107,633</b>	<b>60,303</b>	<b>47,330</b>	<b>911.2</b>
Less 1-times				
Nuit Blanche Event Support	(250)	-	(250)	0.0
FIFA Park & Ride & Extended LRT Service	(720)	-	(720)	0.0
FIFA 2014 Service Package (\$600), 2015 balance (\$130)	(730)	-	(730)	(1.8)
2014 - 14-25 BA moved 76k & .75 FTE to Communications	76	-	76	0.0
Plus Annualization - Impact of Capital	116	-	116	1.4
15-08 Yr End report - FIFA Women's World Cup (1-time)	(317)	-	(317)	0.0
15-48 Transfer from Operating To Capital - Equip Conservation, Kinsmen (1-time)	61	-	61	-
	-	-	-	-
<b>Adjusted Budget</b>	<b>105,869</b>	<b>60,303</b>	<b>45,566</b>	<b>910.8</b>
<b>Community Standards</b>	24,568	4,422	20,146	156.1
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	456	-	456	-
15-06 Property Standards Enforcement Revenue transferred to Corporate Revenues		(115)	115	-
15-08 Yr End report - Investigation Mgmt System mtce & licensing (1-time)	171	-	171	-
15-08 Yr End report - Downtown Proud! (1-time)	50	-	50	-
15-09 Commercial Vehicle Unit fines transferred to Corporate Revenues		(250)	250	-
15-10 Budget Update Report - STD Insurance Premiums tfd to HR	(15)	-	(15)	-
15-13 Transfer Homeless on Parkland from Community & Recreation Facilities	226	-	226	1.2
15-27 Tfr from Operating to Capital - Equipment Conservation (PAYGO)	(154)	-	(154)	-
15-29 Transfer from Facility & Landscape Infrastructure (1-time) heli-pad	98	-	98	-
15-29 Transfer from Facility & Landscape Infrastructure (on-going) heli-pad	138	-	138	-
15-41 Transfer from Strategies - support for Multi-cultural portfolio - reorg	(138)	-	(138)	(1.0)
15-48 Tfr fr Capital to Operating - Equip Conservation (1-time)	2	-	2	-
15-48 Tfr from Operating to Capital - Equip Conserv - Pest Mgmt (1-time)	(17)	-	(17)	-
	-	-	-	-
<b>Revised Total</b>	<b>25,385</b>	<b>4,057</b>	<b>21,328</b>	<b>156.3</b>
Less: 1-times				
15-08 Yr End report - Investigation Mgmt System mtce & licensing (1-time)	(171)	-	(171)	-
15-08 Yr End report - Downtown Proud! (1-time)	(50)	-	(50)	-
15-29 Transfer from Facility & Landscape Infrastructure (1-time) heli-pad	(98)	-	(98)	-
- Note, this transfer back will need to be done manually in COBS				
15-48 Tfr fr Capital to Operating - Equip Conservation (1-time)	(2)	-	(2)	-
15-48 Tfr from Operating to Capital - Equip Conserv - Pest Mgmt (1-time)	17	-	17	-
	-	-	-	-
<b>Adjusted Budget</b>	<b>25,081</b>	<b>4,057</b>	<b>21,024</b>	<b>156.3</b>

### 2015 Adjusted Budget, continued

(\$000)	Net Expend.	Revenue	Net Requirement	FTEs
<b>Community Strategies &amp; Development</b>	46,536	18,162	28,374	139.3
15-04 Transfer to Neighbourhoods (Joint Use Coordinator)	(252)	(66)	(186)	(2.0)
15-05 Transfer Local Aboriginal Strategy & Community Capacity Building to HR	(100)	-	(100)	-
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	297	-	297	-
15-08 Yr End report - Varscona Theatre Grant (1-time)	1,500	-	1,500	-
15-08 Yr End report - Mayor's Task Force on Poverty Elimination (1-time)	134	-	134	-
15-08 Yr End report - Jerry Forbes - Santa's Anonymous (1-time)	2,000	-	2,000	-
15-08 Yr End report - iHuman Youth Society - New Facility (1-time)	293	-	293	-
15-08 Yr End report - Winter City Conference (1-time)	100	-	100	-
15-10 Budget Update Report - STD Insurance Premiums tfd to HR	(17)	-	(17)	-
15-15 MW Sr & Multicultural Centre & Web content from Rec Facilities	284	-	284	0.2
15-16 Reorg transfer to Facility & Landscape Infrastructure	(4,032)	-	(4,032)	(37.1)
15-21 FTE transfer to Neighbourhoods	(44)	-	(44)	(0.5)
15-27 Tfr from Operating to Capital - Varscona Theatre (PAYGO) 1-time	(1,500)	-	(1,500)	-
15-41 Transfer from Standards - support for Multi-cultural portfolio - reorg	138	-	138	1.0
15-44 Joint Initiative creatively light heritage buildings tfd to UPE (1-time)	(250)	-	(250)	-
	-	-	-	-
<b>Revised Total</b>	<b>45,087</b>	<b>18,096</b>	<b>26,991</b>	<b>100.9</b>
Winter Cities (1-time)	(375)	-	(375)	-
15-08 Yr End report - Varscona Theatre Grant (1-time)	(1,500)	-	(1,500)	-
15-08 Yr End report - Mayor's Task Force on Poverty Elimination (1-time)	(134)	-	(134)	-
15-08 Yr End report - Jerry Forbes - Santa's Anonymous (1-time)	(2,000)	-	(2,000)	-
15-08 Yr End report - iHuman Youth Society - New Facility (1-time)	(293)	-	(293)	-
15-08 Yr End report - Winter City Conference (1-time)	(100)	-	(100)	-
15-27 Tfr from Operating to Capital - Varscona Theatre (PAYGO) 1-time	1,500	-	1,500	-
15-44 Joint Initiative creatively light heritage buildings tfd to UPE (1-time)	250	-	250	-
	-	-	-	-
<b>Adjusted Budget</b>	<b>42,435</b>	<b>18,096</b>	<b>24,339</b>	<b>100.9</b>
<b>Fire Rescue Services</b>	198,238	1,902	196,336	1,213.3
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	80	-	80	-
15-07 Settlements - Union 52, Local 30, IBEW 1007 & OOS - Fleet	139	-	139	-
15-08 Yr End report - Inventory System Upgrade (1-time)	103	-	103	-
15-08 Yr End report - Uniforms and clothing (1-time)	300	-	300	-
15-10 Budget Update Report - STD Insurance Premiums tfd to HR	(206)	-	(206)	-
	-	-	-	-
<b>Revised Total</b>	<b>198,654</b>	<b>1,902</b>	<b>196,752</b>	<b>1,213.3</b>
Less: 1-times				
15-08 Yr End report - Inventory System Upgrade (1-time)	(103)	-	(103)	-
15-08 Yr End report - Uniforms and clothing (1-time)	(300)	-	(300)	-
	-	-	-	-
<b>Adjusted Budget</b>	<b>198,251</b>	<b>1,902</b>	<b>196,349</b>	<b>1,213.3</b>

### 2015 Adjusted Budget, continued

(\$000)	Net Expend.	Revenue	Net Requirement	FTEs
<b>Neighbourhoods</b>	63,230	3,020	60,210	640.3
00-04 Reallocation of FTE	-	-	-	-
00-05 Correction to get FTEs in sync with Peoplesoft	-	-	-	1.0
15-04 Transfer from Strategies & Development (Joint Use Coordinator)	252	66	186	2.0
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	1,650	-	1,650	0.0
15-07 Settlements - Union 52, Local 30, IBEW 1007 & OOS - Fleet	108	-	108	0.0
15-10 Budget Update Report - STD Insurance Premiums tfd to HR	(54)	-	(54)	-
15-21 FTE transfer from Strategies & Devt - gender based violence work	44	-	44	0.5
15-22 Tfr FTE from Facilities - Hawrelak Park Water Play Experience	175	-	175	0.4
15-23 Transfer 1 FTE from Facility & Landscape Services 1 year secondment	158	-	158	1.0
15-30 Transfer from F&L Infrastructure (1-time) SW Admin moving costs	215	-	215	-
15-30 Transfer from F&L Infrastructure (on-going) SW Admin moving costs	148	-	148	-
<b>Revised Total</b>	<b>65,926</b>	<b>3,086</b>	<b>62,840</b>	<b>645.2</b>
Less: 1-times	-	-	-	-
15-30 Transfer from F&L Infrastructure (1-time) SW Admin moving costs	(215)	-	(215)	-
<b>Adjusted Budget</b>	<b>65,711</b>	<b>3,086</b>	<b>62,625</b>	<b>645.2</b>
<b>Facility &amp; Landscape Infrastructure</b>	61,854	503	61,351	554.2
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	1,788	-	1,788	-
15-10 Budget Update Report - STD Insurance Premiums tfd to HR	(60)	-	(60)	-
15-16 Reorg transfer from Community Strategies & Development	4,032	-	4,032	37.1
15-23 Transfer 1 FTE to Neighbourhoods 1 year secondment	(158)	-	(158)	(1.0)
15-27 Tfr Capital to Operating - QE Park Phase II (PAYGO) % for Art, 1-time	200	-	200	-
15-27 Tfr Capital to Operating - Great NHs (PAYGO) % for Art, 1-time	63	-	63	-
15-27 Transfer from Capital to Operating - Parks Conservation (PAYGO) 1-time	136	-	136	-
15-29 Transfer to Community Standards (1-time) Heli-Pad relocation	(98)	-	(98)	-
15-29 Transfer to Community Standards (on-going) Heli-Pad relocation	(138)	-	(138)	-
15-30 Transfer to Neighbourhoods (1-time) SW Admin moving costs	(215)	-	(215)	-
15-30 Transfer to Neighbourhoods (on-going) SW Admin moving costs	(148)	-	(148)	-
15-48 Tfr fr Capital to Operating - Parks Conservation (1-time)	40	-	40	-
15-48 Tfr fr Capital to Operating - River Valley Renewal (1-time)	7	-	7	-
<b>Revised Total</b>	<b>67,303</b>	<b>503</b>	<b>66,800</b>	<b>590.3</b>
Less: 1-times	-	-	-	-
Demolition of Unoccupied Building	(670)	-	(670)	-
Department Space Service Package	(612)	-	(612)	-
Plus Annualization - Impact of Capital	416	-	416	2.5
15-27 Transfer from Capital to Operating - QE Park Phase II (PAYGO) % for Art, 1-	(200)	-	(200)	-
15-27 Transfer from Capital to Operating - Great Neighbourhoods (PAYGO) % for A	(63)	-	(63)	-
15-27 Transfer from Capital to Operating - Parks Conservation (PAYGO)	(136)	-	(136)	-
15-29 Transfer to Community Standards (1-time) Heli-Pad relocation	98	-	98	-
15-30 Transfer to Neighbourhoods (1-time) SW Admin moving costs	215	-	215	-
- Note, these transfers back will need to be done manually in COBS	-	-	-	-
15-48 Tfr fr Capital to Operating - Parks Conservation (1-time)	(40)	-	(40)	-
15-48 Tfr fr Capital to Operating - River Valley Renewal (1-time)	(7)	-	(7)	-
<b>Adjusted Budget</b>	<b>66,304</b>	<b>503</b>	<b>65,801</b>	<b>592.8</b>

### 2015 Adjusted Budget, continued

(\$000)	Net Expend.	Revenue	Net Requirement	FTEs
<b>Corporate Services</b>				
<b>Corporate Procurement &amp; Supply Services</b>	11,343	293	11,050	152.0
00-14 Transfer 1.0 FTE from 2014 Adjustment from Fleet Services	-	-	-	1.0
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	450	-	450	-
15-10 Budget Update Report - STD insurance premiums tfd to HR	(15)	-	(15)	-
15-49 FTE transferred from Office of the City Clerk	142	-	142	1.0
	-	-	-	-
<b>Revised Total</b>	<b>11,920</b>	<b>293</b>	<b>11,627</b>	<b>154.0</b>
Less: 1-times				
		-	-	-
<b>Adjusted Budget</b>	<b>11,920</b>	<b>293</b>	<b>11,627</b>	<b>154.0</b>
<b>Customer Information Services</b>	13,191	-	13,191	192.1
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	499	-	499	-
15-08 Yr End report - 311 Repayment of Capital (1-time)	1,077	-	1,077	-
15-10 Budget Update Report - STD insurance premiums tfd to HR	(17)	-	(17)	-
15-12 Increase to personnel budget - from Corporate Expenditures	650	-	650	-
	-	-	-	-
<b>Revised Total</b>	<b>15,400</b>	<b>-</b>	<b>15,400</b>	<b>192.1</b>
Less: 1-times				
15-08 Yr End report - 311 Repayment of Capital (1-time)	(1,077)	-	(1,077)	-
<b>Adjusted Budget</b>	<b>14,323</b>	<b>-</b>	<b>14,323</b>	<b>192.1</b>
<b>Fleet Services</b>	11,511	11,511	-	749.0
00-12 Heavy Equipment Technicians	-	-	-	6.0
00-14 Transfer 1.0 FTE from 2014 Adjustment to Corporate Procurement & Supply	-	-	-	(1.0)
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	2,315	-	2,315	-
15-07 Tax-supported increase to recoveries	(2,019)	-	(2,019)	-
15-07 Increase to recoveries from Utilities	(296)	-	(296)	-
	-	-	-	-
<b>Revised Total</b>	<b>11,511</b>	<b>11,511</b>	<b>-</b>	<b>754.0</b>
Less: 1-times				
		-	-	-
<b>Adjusted Budget</b>	<b>11,511</b>	<b>11,511</b>	<b>-</b>	<b>754.0</b>
<b>Human Resources</b>	12,527	-	12,527	156.5
15-05 Tfr Local Aboriginal Strategy & Community Capacity Bldg from Com Strateg	100	-	100	-
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	194	-	194	-
15-08 Yr End report - Partnership in Injury Reduction Rebate Re-invest (1-time)	1,009	-	1,009	-
15-10 Budget Update Report - Short Term Disability program Tfd from Depts	1,342	-	1,342	-
15-10 Budget Update Report - STD insurance premiums tfd to HR	(21)	-	(21)	-
15-17 FTE tfd from City Clerk - Civic Governance Training Coordinator	70	-	70	1.0
15-24 Tfr Employee Family Assistance to Corporate Prog. (\$480 Exp, \$480 Rec)	-	-	-	-
15-42 Transfer of Corporate Culture Office from Information Technology	862	-	862	5.0
	-	-	-	-
<b>Revised Total</b>	<b>16,083</b>	<b>-</b>	<b>16,083</b>	<b>162.5</b>
Less: 1-times		-	-	-
15-08 Yr End report - Partnership in Injury Reduction Rebate Re-invest (1-time)	(1,009)	-	(1,009)	-
	-	-	-	-
<b>Adjusted Budget</b>	<b>15,074</b>	<b>-</b>	<b>15,074</b>	<b>162.5</b>



### 2015 Adjusted Budget, continued

(\$000)	Net Expend.	Revenue	Net Requirement	FTEs
<b>Information Technology</b>	42,326	-	42,326	386.9
00-06 Clerk III for GM's Office	-	-	-	0.5
00-08 FTE transferred to Law Branch	-	-	-	(1.0)
00-10 2 Application & Infrastructure Services Analyst I's	-	-	-	2.0
00-11 2 Application & Infrastructure Services Analyst I's	-	-	-	2.0
00-19 5 Temporary Domain Architects	-	-	-	5.0
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	609	-	609	-
15-10 Budget Update Report - STD insurance premiums tfd to HR	(138)	-	(138)	-
15-20 Transfer of FTE from Edmonton Transit - dedicated IT support	107	-	107	1.0
15-33 Realign consultant, intra-municipal cost elements to reflect practice - \$4 m	-	-	-	-
Transfer of Corporate Culture Office to Human Resources	(862)	-	(862)	(5.0)
15-48 Tfr fr Capital to Operating - Business Unit App Renewal (1-time)	450	-	450	-
	-	-	-	-
<b>Revised Total</b>	42,492	-	42,492	391.4
15-48 Tfr fr Capital to Operating - Business Unit App Renewal (1-time)	(450)	-	(450)	-
	-	-	-	-
<b>Adjusted Budget</b>	42,042	-	42,042	391.4
<b>Law</b>	10,480	-	10,480	90.0
00-01 2 Clerks & 1 Legal Secretary	-	-	-	3.0
00-08 FTE tfrd from Information Technology Branch	-	-	-	1.0
00-14 2.0 FTEs funded by Transfer from REHES Capital	-	-	-	2.0
00-15 FTE transfer from Tranist for LRT, funded by Capital	-	-	-	1.0
00-16 4 positions from part time to full time	-	-	-	1.0
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	114	-	114	-
15-10 Budget Update Report - STD insurance premiums tfd to HR	(14)	-	(14)	-
	-	-	-	-
<b>Revised Total</b>	10,580	-	10,580	98.0
Less: 1-times	-	-	-	-
	-	-	-	-
<b>Adjusted Budget</b>	10,580	-	10,580	98.0
<b>Office of the City Clerk</b>	11,754	1,171	10,583	70.1
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	182	-	182	-
15-10 Budget Update Report - STD insurance premiums tfd to HR	(9)	-	(9)	-
15-17 FTE transferred to Human Resources	(70)	-	(70)	(1.0)
15-49 FTE transferred to Corporate Procurement & Supply Services	(142)	-	(142)	(1.0)
	-	-	-	-
<b>Revised Total</b>	11,715	1,171	10,544	68.1
Less: 1-times	-	-	-	-
FCM Annual Conference	(772)	(438)	(334)	-
	-	-	-	-
<b>Adjusted Budget</b>	10,943	733	10,210	68.1

### 2015 Adjusted Budget, continued

(\$000)	Net Expend.	Revenue	Net Requirement	FTEs
<b>Financial Services &amp; Utilities</b>				
<b>Assessment &amp; Taxation</b>	21,450	-	21,450	189.2
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	587	-	587	-
15-10 Budget Update Report - STD insurance premiums tfd to HR	(21)	-	(21)	-
		-	-	-
<b>Revised Total</b>	<b>22,016</b>	<b>-</b>	<b>22,016</b>	<b>189.2</b>
		-	-	-
<b>Adjusted Budget</b>	<b>22,016</b>	<b>-</b>	<b>22,016</b>	<b>189.2</b>
<b>Corporate Strategic Planning</b>	5,312	-	5,312	35.0
00-03 Position exchange with Corporate Communications	-	-	-	-
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	39	-	39	-
15-10 Budget Update Report - STD insurance premiums tfd to HR	(6)	-	(6)	-
15-25 Transfer 1 FTE to Financial Services branch	(79)	-	(79)	(1.0)
15-28 Transfer to Financial Services	(17)	-	(17)	-
15-36 Transfer to Financial Services Centralized Admin	(139)	-	(139)	-
15-37 Transfer to Financial Strategies & Budget	(473)	-	(473)	(3.0)
		-	-	-
<b>Revised Total</b>	<b>4,637</b>	<b>-</b>	<b>4,637</b>	<b>31.0</b>
	-	-	-	-
<b>Adjusted Budget</b>	<b>4,637</b>	<b>-</b>	<b>4,637</b>	<b>31.0</b>
<b>Financial Services</b>	18,553	1,332	17,221	233.3
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	650	-	650	-
15-10 Budget Update Report - STD insurance premiums tfd to HR	(162)	-	(162)	-
15-25 Transfer 1 FTE from Corporate Strategic Planning	79	-	79	1.0
15-28 Transfer from Corporate Strategic Planning	17	-	17	-
15-35 Reorg - Transfer to Financial Strategies & Budget Branch	(9,541)	(8)	(9,533)	(80.5)
15-36 Transfer from Corporate Strategic Planning	139	-	139	-
15-39 Transfer to Financial Strategies & Budget	(146)	-	(146)	-
15-43 Revenue tfd back from Financial Strategies & Budget		8	(8)	-
		-	-	-
<b>Revised Total</b>	<b>9,589</b>	<b>1,332</b>	<b>8,257</b>	<b>153.8</b>
Less: 1-times				
		-	-	-
<b>Adjusted Budget</b>	<b>9,589</b>	<b>1,332</b>	<b>8,257</b>	<b>153.8</b>
<b>Financial Strategies &amp; Budget</b>			-	
15-35 Reorg - Transfer from Financial Services	9,541	8	9,533	80.5
15-37 Transfer from Corporate Strategic Planning	473	-	473	3.0
15-39 Transfer from Financial Services Branch	146	-	146	-
15-43 Revenue tfd back to Financial Services		(8)	8	-
		-	-	-
<b>Revised Total</b>	<b>10,160</b>	<b>-</b>	<b>10,160</b>	<b>83.5</b>
Less: 1-times				
		-	-	-
<b>Adjusted Budget</b>	<b>10,160</b>	<b>-</b>	<b>10,160</b>	<b>83.5</b>
<b>Mayor &amp; Councillor Offices</b>	5,883	-	5,883	50.0
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	146	-	146	-
15-31 COLA for Mayor & Councillors	60	-	60	-
		-	-	-
<b>Revised Total</b>	<b>6,089</b>	<b>-</b>	<b>6,089</b>	<b>50.0</b>
Less: 1-times				
	-	-	-	-
<b>Adjusted Budget</b>	<b>6,089</b>	<b>-</b>	<b>6,089</b>	<b>50.0</b>

### 2015 Adjusted Budget, continued

(\$000)	Net Expend.	Revenue	Net Requirement	FTEs
<b>Office of the City Auditor</b>	2,274	-	2,274	14.0
		-	-	-
<b>Revised Total</b>	<b>2,274</b>	<b>-</b>	<b>2,274</b>	<b>14.0</b>
				-
<b>Adjusted Budget</b>	<b>2,274</b>	<b>-</b>	<b>2,274</b>	<b>14.0</b>
<b>Office of the City Manager</b>				
<b>City Manager</b>	1,174	-	1,174	5.0
00-13 Fundraising Coordinator	-	-	-	1.0
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	3	-	3	-
<b>Revised Total</b>	<b>1,177</b>	<b>-</b>	<b>1,177</b>	<b>6.0</b>
	-	-	-	-
<b>Adjusted Budget</b>	<b>1,177</b>	<b>-</b>	<b>1,177</b>	<b>6.0</b>
<b>Corporate Communications</b>	8,442	15	8,427	84.8
00-03 Position exchange with Corporate Strategic Planning	-	-	-	-
00-18 Communications Advisor PIO II	-	-	-	1.0
00-21 Protocol Technician	-	-	-	1.0
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	267	-	267	-
15-19 FTE transferred from Transit for dedicated service	82	-	82	1.0
15-26 Tfr to Community & Rec Facilities, City Hall School & Tour Guides	(312)	(15)	(297)	(2.0)
<b>Revised Total</b>	<b>8,479</b>	<b>-</b>	<b>8,479</b>	<b>85.8</b>
Less: 1-times		-	-	
2014 - 14-25 BA moved 76k & .75 FTE to Communications	(76)	-	(76)	(0.75)
<b>Adjusted Budget</b>	<b>8,403</b>	<b>-</b>	<b>8,403</b>	<b>85.1</b>
<b>Intergovernmental &amp; External Affairs</b>	4,075	-	4,075	8.0
00-02 Clerk II	-	-	-	1.0
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	3	-	3	-
15-08 Yr End Report - Various Events (1-time)	92	-	92	-
15-08 Yr End Report - Red Bull Crashed Ice Event (1-time)	400	-	400	-
15-10 Budget Update Report - ITU World Triathlon Series tfr to Rec Facilities	(1,200)	-	(1,200)	-
15-10 Budget Update Report - Commonwealth Games bid (1-time)	2,813	2,813	-	-
<b>Revised Total</b>	<b>6,183</b>	<b>2,813</b>	<b>3,370</b>	<b>9.0</b>
Less: 1-times				
15-08 Yr End Report - Various Events (1-time)	(92)	-	(92)	
15-08 Yr End Report - Red Bull Crashed Ice Event (1-time)	(400)	-	(400)	
15-10 Budget Update Report - Commonwealth Games bid (1-time)	(2,813)	(2,813)	-	
<b>Adjusted Budget</b>	<b>2,878</b>	<b>-</b>	<b>2,878</b>	<b>9.0</b>
<b>Sustainable Development</b>				
<b>Community Revitalization Levies</b>	4,268	4,126	142	5.0
15-10 Update Report - Red. tfr from Reserve, offset by add'l assmt growth (\$956)		-	-	
15-46 Tfr FTE to REHES - all clerks centralized	-	-	-	(1.0)
<b>Revised Total</b>	<b>4,268</b>	<b>4,126</b>	<b>142</b>	<b>4.0</b>
			-	-
<b>Adjusted Budget</b>	<b>4,268</b>	<b>4,126</b>	<b>142</b>	<b>4.0</b>
<b>Current Planning</b>	76,988	76,988	-	384.0
15-01 Transfer 2 FTEs to Transportation Planning	-	-	-	(2.0)
15-03 Transfer 1 FTE to Urban Planning & Environment	-	-	-	(1.0)
15-10 Budget Update Report - Revolving Industrial Servicing Fund	(1,222)	(1,222)	-	-
<b>Revised Total</b>	<b>75,766</b>	<b>75,766</b>	<b>-</b>	<b>381.0</b>
	-	-	-	-
<b>Adjusted Budget</b>	<b>75,766</b>	<b>75,766</b>	<b>-</b>	<b>381.0</b>

### 2015 Adjusted Budget, continued

(\$000)	Net Expend.	Revenue	Net Requirement	FTEs
<b>Real Estate, Housing and Economic Sustainability</b>	53,533	26,361	27,172	135.0
15-02 Chinatown Plan tfd from Urban Planning & Environment	339	-	339	1.0
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	326	-	326	-
15-08 Yr End Report - Female Peace Officers Locker Room Relocation (1-time)	122	-	122	-
15-08 Yr End Report - Ukrainian Cdn Archives & Museum of Alta (1-time)	1,000	-	1,000	-
15-08 Yr End Report - Cornerstones II (1-time)	3,500	-	3,500	-
15-08 Yr End Report - Regional Economic Strategy (1-time)	100	-	100	-
15-10 Budget Update Report - STD insurance premiums tfd to HR	(34)	-	(34)	-
15-27 Transfer from Capital to Operating Arena % for Art 1-time	571	571	-	-
15-32 Transfer of Parking Operations to Transportation Operations	(3,666)	(7,905)	4,239	(16.5)
15-38 Cornerstones II Program grants to Habitat for Humanity (1-time)	4,000	4,000	-	-
15-46 Trf FTE from The Quarters - all clerks centralized	-	-	-	1.0
15-45 Reorganization between Land Enterprise & REHES	-	-	-	8.0
15-47 Municipal Development Fund start up costs (1-time)	250	-	250	-
15-48 Transfer from Capital to Operating Arena % for Art, 1-time	816	816	-	-
	-	-	-	-
<b>Revised Total</b>	<b>60,857</b>	<b>23,843</b>	<b>37,014</b>	<b>128.5</b>
Less 1-times				
Northern/Circumpolar Secretariat Interim Fund	(90)	-	(90)	-
Corner Stores & Industrial Program	(62)	-	(62)	(0.5)
Chinatown Plan	(100)	-	(100)	-
15-08 Yr End Report - Female Peace Officers Locker Room Relocation (1-time)	(122)	-	(122)	-
15-08 Yr End Report - Ukrainian Cdn Archives & Museum of Alta (1-time)	(1,000)	-	(1,000)	-
15-08 Yr End Report - Cornerstones II (1-time)	(3,500)	-	(3,500)	-
15-08 Yr End Report - Regional Economic Strategy (1-time)	(100)	-	(100)	-
15-27 Transfer from Capital to Operating Arena % for Art 1-time	(571)	(571)	-	-
15-38 Cornerstones II Program grants to Habitat for Humanity (1-time)	(4,000)	(4,000)	-	-
15-47 Municipal Development Fund start up costs (1-time)	(250)	-	(250)	-
15-48 Transfer from Capital to Operating Arena % for Art, 1-time	(816)	(816)	-	-
	-	-	-	-
<b>Adjusted Budget</b>	<b>50,246</b>	<b>18,456</b>	<b>31,790</b>	<b>128.0</b>
<b>Urban Planning &amp; Environment</b>	28,457	8,067	20,390	127.0
15-02 Chinatown Plan tfd to Real Estate, Housing & Economic Sustainability	(339)	-	(339)	(1.0)
15-03 Transfer 1 FTE from Current Planning	-	-	-	1.0
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	328	-	328	-
15-08 Yr End Report - Purchase of renewable energy certificates (1-time)	303	-	303	-
15-10 Budget Update Report - Brownfield Remediation Grant I	(1,866)	-	(1,866)	-
15-10 Budget Update Report - Brownfield Remediation Grant II (1-time)	3,490	-	3,490	-
15-10 Budget Update Report - STD insurance premiums tfd to HR	(72)	-	(72)	-
15-44 Joint Initiative lighting heritage bldgs from Com Strat & Devt (1-time)	250	-	250	-
	-	-	-	-
<b>Revised Total</b>	<b>30,551</b>	<b>8,067</b>	<b>22,484</b>	<b>127.0</b>
Less 1-times:				
15-08 Yr End Report - Purchase of renewable energy certificates (1-time)	(303)	-	(303)	-
15-10 Budget Update Report - Brownfield Remediation Grant II (1-time)	(3,490)	-	(3,490)	-
15-44 Joint Initiative lighting heritage bldgs from Com Strat & Devt (1-time)	(250)	-	(250)	-
	-	-	-	-
<b>Adjusted Budget</b>	<b>26,508</b>	<b>8,067</b>	<b>18,441</b>	<b>127.0</b>

### 2015 Adjusted Budget, continued

(\$000)	Net Expend.	Revenue	Net Requirement	FTEs
<b>Transportation Services</b>				
<b>Edmonton Transit</b>	333,598	134,972	198,626	2,377.0
00-15 Transfer 1.0 FTE to Law to address LRT, funded by Capital	-	-	-	(1.0)
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	6,716	-	6,716	0.0
15-07 Settlements - Union 52, Local 30, IBEW 1007 & OOS - Fleet, Transit	1,195	-	1,195	0.0
15-07 Settlements - Union 52, Local 30, IBEW 1007 & OOS - Fleet, DATS	52	-	52	0.0
15-08 Yr End Report - Female Peace Officers Locker Room Relocation (1-time)	375	-	375	-
15-10 Budget Update Report - 6 Transit Peace Officers	354	-	354	3.5
15-10 Budget Update Report - STD insurance premiums tfd to HR	(242)	-	(242)	
15-18 FTEs transferred to Transportation Planning	(148)	-	(148)	(2.0)
15-19 FTE transferred to Corporate Communications for dedicated service	(82)	-	(82)	(1.0)
15-20 Tfr of FTE to Information Technology - dedicated IT support	(107)	-	(107)	(1.0)
15-34 Transfer 1 FTE to LRT Design & Construction	(50)	-	(50)	(1.0)
	-	-	-	-
<b>Revised Total</b>	<b>341,661</b>	<b>134,972</b>	<b>206,689</b>	<b>2,374.5</b>
Plus Annualization - New Peak Service	1,527	294	1,233	11.0
Plus Annualization - Late Night Service	1,023	197	826	7.3
Plus Annualization - Transit Peace Officers from Update Report	253	-	253	2.5
15-08 Yr End Report - Female Peace Officers Locker Room Relocation (1-time)	(375)	-	(375)	
	-	-	-	-
<b>Adjusted Budget</b>	<b>344,089</b>	<b>135,463</b>	<b>208,626</b>	<b>2,395.3</b>
<b>LRT Design &amp; Construction</b>	1,819	1,128	691	16.0
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	15	-	15	-
15-07 Settlements - Union 52, Local 30, IBEW 1007, O-o-s, Capital Recovery	(14)	-	(14)	-
15-10 Budget Update Report - STD insurance premiums tfd to HR	(3)	-	(3)	
15-34 Transfer of 1 FTE from Transit	50	-	50	1.0
	-	-	-	-
<b>Revised Total</b>	<b>1,867</b>	<b>1,128</b>	<b>739</b>	<b>17.0</b>
	-	-	-	-
<b>Adjusted Budget</b>	<b>1,867</b>	<b>1,128</b>	<b>739</b>	<b>17.0</b>
<b>Roads Design &amp; Construction</b>	1,462	-	1,462	109.0
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	170	-	170	-
15-07 Settlements - Union 52, Local 30, IBEW 1007, O-o-s, Capital Recovery	(153)	-	(153)	-
15-10 Budget Update Report - STD insurance premiums tfd to HR	(16)	-	(16)	
	-	-	-	-
<b>Revised Total</b>	<b>1,463</b>	<b>-</b>	<b>1,463</b>	<b>109.0</b>
	-	-	-	-
<b>Adjusted Budget</b>	<b>1,463</b>	<b>-</b>	<b>1,463</b>	<b>109.0</b>
<b>Transportation Operations</b>	172,958	33,593	139,365	863.8
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	2,248	-	2,248	0.0
15-07 Settlements - Union 52, Local 30, IBEW 1007 & OOS - Fleet, Rdwy Mtce	386	-	386	0.0
15-10 Budget Update Report - Integrated Speed Equip to Corp Prog Traffic Safety	(3,414)	(3,414)	-	
15-10 Budget Update Report - STD insurance premiums tfd to HR	(93)	-	(93)	
15-14 FTE transferred to Transportation Planning	(64)	-	(64)	(1.0)
15-32 Tranfer of Parking Operations from Real Estate, Housing & Econ Devt	3,666	7,905	(4,239)	16.5
	-	-	-	-
<b>Revised Total</b>	<b>175,687</b>	<b>38,084</b>	<b>137,603</b>	<b>879.3</b>
	-	-	-	-
<b>Adjusted Budget</b>	<b>175,687</b>	<b>38,084</b>	<b>137,603</b>	<b>879.3</b>

### 2015 Adjusted Budget, continued

(\$000)	Net Expend.	Revenue	Net Requirement	FTEs
<b>Transportation Planning</b>	15,077	69	15,008	120.6
15-01 Transfer of 2 FTEs from Current Planning		-	-	2.0
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	224	-	224	0.0
15-10 Budget Update Report - STD insurance premiums tfd to HR	(17)	-	(17)	
15-14 FTE transferred from Transportation Operations for Strategic Initiatives	64	-	64	1.0
15-18 FTEs transferred from Transit - add'l strategic support in GM's Office	148	-	148	2.0
				-
<b>Revised Total</b>	<b>15,496</b>	<b>69</b>	<b>15,427</b>	<b>125.6</b>
Less 1-times:				
Transit Strategy	(623)	-	(623)	(2.0)
Manning Drive Interchange Commcept Plan	(400)	-	(400)	-
			-	-
<b>Adjusted Budget</b>	<b>14,473</b>	<b>69</b>	<b>14,404</b>	<b>123.6</b>
<b>41 Ave Hwy 2 Interchange</b>				
15-08 Yr End Report - Address Cash Flow of Expenditures of Project (1-time)	39,494	39,494	-	-
<b>Revised Total</b>	<b>39,494</b>	<b>39,494</b>	<b>-</b>	<b>-</b>
15-08 Yr End Report - Address Cash Flow of Expenditures of Project (1-time)	(39,494)	(39,494)	-	-
<b>Adjusted Budget</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Revised Departments</b>	<b>1,381,634</b>	<b>382,975</b>	<b>998,659</b>	<b>10,225.2</b>
<b>Corporate Programs</b>				
<b>Capital Project Financing</b>	280,760	129,159	151,601	-
15-27 Tfr from Operating to Capital - Varscona Theatre (PAYGO) Strategies, 1-time	1,500	-	1,500	
15-27 Tfr Operating to Capital - Equipment Conservation (PAYGO) Standards,	154	-	154	
15-27 Tfr from Capital to Operating - Mill Woods Branch Library Reloc (PAYGO)	(15)	-	(15)	-
15-27 Tfr from Capital to Operating - Calder Branch Relocation (PAYGO), 1-time	(40)	-	(40)	
15-27 Transfer from Capital to Operating - QE Park Phase II (PAYGO) F&LI, 1-time	(200)	-	(200)	
15-27 Tfr from Capital to Operating - Great Neighbourhoods (PAYGO) F&LI, 1-time	(63)	-	(63)	
15-27 Tfr from Capital to Operating - Parks Conservation (PAYGO) F&LI, 1-time	(136)	-	(136)	
15-48 Tfr from Capital of Operating - Com Stds (PAYGO) 1-time	(2)	-	(2)	
15-48 Tfr fr Capital to Operating - Parks Conservation (1-time) FLI (PAYGO)	(40)	-	(40)	
15-48 Tfr fr Capital to Operating - River Valley Renewal (1-time) FLI (PAYGO)	(7)	-	(7)	
15-48 Tfr fr Capital to Operating - Business Unit App Renewal (1-time) IT (PAYGO)	(450)	-	(450)	
15-48 Transfer from Operating To Capital - Equip Conservation. CRF, (PAYGO) 1-ti	61	-	61	
15-48 Tfr from Operating to Capital - Equip Conserv - Pest Mgmt (1-time)	17	-	17	
<b>Revised Total</b>	<b>281,539</b>	<b>129,159</b>	<b>152,380</b>	<b>-</b>
Less: One-times				
15-27 Tfr from Operating to Capital - Varscona Theatre (PAYGO) Strategies	(1,500)		(1,500)	
15-27 Tfr from Capital to Operating - Mill Woods Branch Library Reloc (PAYGO)	15		15	
15-27 Tfr from Capital to Operating - Calder Branch Relocation (PAYGO)	40		40	
15-27 Transfer from Capital to Operating - QE Park Phase II (PAYGO) F&LI	200		200	
15-27 Transfer from Capital to Operating - Great Neighbourhoods (PAYGO) F&LI	63		63	
15-27 Transfer from Capital to Operating - Parks Conservation (PAYGO) F&LI	136		136	
15-48 Tfr from Capital of Operating - Com Stds (PAYGO) 1-time	2	-	2	
15-48 Tfr fr Capital to Operating - Parks Conservation (1-time) FLI (PAYGO)	40	-	40	
15-48 Tfr fr Capital to Operating - River Valley Renewal (1-time) FLI (PAYGO)	7	-	7	
15-48 Tfr fr Capital to Operating - Business Unit App Renewal (1-time) IT (PAYGO)	450	-	450	
15-48 Transfer from Operating To Capital - Equip Conservation. CRF, (PAYGO) 1-ti	(61)	-	(61)	
15-48 Tfr from Operating to Capital - Equip Conserv - Pest Mgmt (1-time)	(17)	-	(17)	
	<b>280,914</b>	<b>129,159</b>	<b>151,755</b>	<b>-</b>

### 2015 Adjusted Budget, continued

(\$000)	Net Expend.	Revenue	Net Requirement	FTEs
<b>Corporate Expenditures</b>	61,391	1,178	60,213	-
15-07 Settlements Union 52, Local 30, IBEW 1007, Out-of-scope - Fin Strat	(25,068)	-	(25,068)	
15-08 Yr End Report - Truth & Reconciliation Commission Art (1-time)	200	-	200	-
15-10 Budget Update Report - STD insurance premiums tfd to HR - Financial Strat	(34)	-	(34)	
15-10 Budget Update Report - Transit Peace Officer Annualization to Fin Strat	253	-	253	
15-12 Transfer to Corp Serv - CIS from Financial Strategies	(650)	-	(650)	
15-31 Transfer COLA to Mayor & Councillors	(60)	-	(60)	
15-40 Grant for Waste RE-solutions (1-time) funded by FSR	800	-	800	
15-47 Municipal Development Fund start up costs from Financial Strategies 1-time	(250)	-	(250)	
<b>Revised Total</b>	<b>36,582</b>	<b>1,178</b>	<b>35,404</b>	<b>-</b>
Less: One-times				
Greisbach RCAF Commemorative Park	(50)	-	(50)	
Leveraging Edmonton's Waste Management Leadership	(3,900)	-	(3,900)	
15-08 Yr End Report - Truth & Reconciliation Commission Art (1-time)	(200)	-	(200)	
Remove the Peace Officer Annualization from Financial Strategies tfr to Transit	(253)	-	(253)	
15-40 Grant for Waste RE-solutions (1-time) funded by FSR	(800)	-	(800)	
15-47 Municipal Development Fund start up costs from Financial Strategies 1-time	250	-	250	
<b>Adjusted Budget</b>	<b>31,629</b>	<b>1,178</b>	<b>30,451</b>	<b>-</b>
<b>Corporate Revenues</b>	-	338,815	(338,815)	-
15-06 Property Standards Enforcement Rev tfd from Community Standards Branch	-	115	(115)	
15-08 Yr End Report Carry Forwards funded by FSR, Motion 1, (1-time)	-	3,594	(3,594)	-
15-08 Yr End Report Carry Forwards funded by FSR, Motion 2, (1-time)	-	5,123	(5,123)	-
15-08 Yr End Report Carry Forwards funded by FSR, Cornerstones, (1-time)	-	3,500	(3,500)	-
15-08 Yr End Report Carry Forwards funded by FSR, 311 Repayment of Capital (1-time)	-	1,077	(1,077)	-
15-09 Commercial Vehicles Unit fines transferred from Community Standards	-	250	(250)	-
15-10 Budget Update Report - Land Enterprise Dividend	-	500	(500)	
15-10 Budget Update Report - Brownfield Remediation Grant I	-	(1,866)	1,866	
15-10 Budget Update Report - Brownfield Remediation Grant II (1-time)	-	3,490	(3,490)	
15-40 FSR funding of grant to Waste RE-solutions	-	800	(800)	
	-	-	-	-
<b>Revised Total</b>	<b>-</b>	<b>355,398</b>	<b>(355,398)</b>	<b>-</b>
less: 1-times				
Use of FSR as one-time funding	-	(3,989)	3,989	
15-08 Yr End Report Carry Forwards funded by FSR, Motion 1, (1-time)	-	(3,594)	3,594	
15-08 Yr End Report Carry Forwards funded by FSR, Motion 2, (1-time)	-	(5,123)	5,123	
15-08 Yr End Report Carry Forwards funded by FSR, Cornerstones, (1-time)	-	(3,500)	3,500	
15-08 Yr End Report Carry Forwards funded by FSR, 311 Repayment of Capital (1-time)	-	(1,077)	1,077	
15-10 Budget Update Report - Brownfield Remediation Grant II (1-time)	-	(3,490)	3,490	
15-40 FSR funding of grant to Waste RE-solutions	-	(800)	800	
	-	-	-	-
<b>Adjusted Budget</b>	<b>-</b>	<b>333,825</b>	<b>(333,825)</b>	<b>-</b>
<b>Taxation Expenditures</b>	8,155	5,900	2,255	-
		-	-	-
<b>Revised Total</b>	<b>8,155</b>	<b>5,900</b>	<b>2,255</b>	<b>-</b>
<b>Traffic Safety &amp; Automated Enforcement</b>	41,000	41,000	-	-
15-10 Budget Update Report - \$35M inc to exp & rev, already showing in opening				
15-10 Budget Update Report - Increased fine revenue tfrd to the reserve	6,800	6,800	-	
		-	-	-
<b>Revised Total</b>	<b>47,800</b>	<b>47,800</b>	<b>-</b>	<b>-</b>
<b>Neighbourhood Renewal</b>	105,113	-	105,113	-
		-	-	-
<b>Revised Total</b>	<b>105,113</b>	<b>-</b>	<b>105,113</b>	<b>-</b>
<b>Total Corporate Programs</b>	<b>473,611</b>	<b>517,862</b>	<b>(44,251)</b>	<b>-</b>



### 2015 Adjusted Budget, continued

(\$000)	Net Expend.	Revenue	Net Requirement	FTEs
<b>Boards &amp; Commissions</b>				
<b>Arts Council</b>	11,948	-	11,948	-
				-
<b>Revised Total</b>	<b>11,948</b>	<b>-</b>	<b>11,948</b>	<b>-</b>
<b>Combative Sports Commission</b>	193	60	133	1.0
	-	-	-	-
<b>Revised Total</b>	<b>193</b>	<b>60</b>	<b>133</b>	<b>1.0</b>
<b>Economic Development Corporation</b>	45,998	28,265	17,733	300.0
	-	-	-	-
				-
<b>Revised Total</b>	<b>45,998</b>	<b>28,265</b>	<b>17,733</b>	<b>300.0</b>
Less: 1-times	-	-	-	
Port Alberta	(200)	-	(200)	(1.0)
		-	-	-
<b>Adjusted Budget</b>	<b>45,798</b>	<b>28,265</b>	<b>17,533</b>	<b>299.0</b>
<b>Federation of Community Leagues</b>	6,311	-	6,311	-
15-08 Yr End Report - Infrastructure Program Grant (1-time)	148	-	148	-
<b>Revised Total</b>	<b>6,459</b>	<b>-</b>	<b>6,459</b>	<b>-</b>
Less: 1-times		-	-	
Strategic Growth Strategy	(39)	-	(39)	
15-08 Yr End Report - Infrastructure Program Grant (1-time)	(148)	-	(148)	-
<b>Adjusted Budget</b>	<b>6,272</b>	<b>-</b>	<b>6,272</b>	<b>-</b>
<b>Fort Edmonton Park</b>	6,898	3,271	3,627	56.0
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	116	-	116	-
	-	-	-	
<b>Revised Total</b>	<b>7,014</b>	<b>3,271</b>	<b>3,743</b>	<b>56.0</b>
Less: 3-Year Capital Campaign funding ending in 2015	(200)	-	(200)	
				-
<b>Adjusted Budget</b>	<b>6,814</b>	<b>3,271</b>	<b>3,543</b>	<b>56.0</b>
<b>Greater Edmonton Foundation</b>	3,700	-	3,700	-
<b>Heritage Council</b>	842	-	842	-
		-	-	-
<b>Revised Total</b>	<b>842</b>	<b>-</b>	<b>842</b>	<b>-</b>
Less: One times		-	-	-
<b>Adjusted Budget</b>	<b>842</b>	<b>-</b>	<b>842</b>	<b>-</b>

### 2015 Adjusted Budget, continued

(\$000)	Net Expend.	Revenue	Net Requirement	FTEs
<b>Police Service</b>	362,469	84,023	278,446	2,405.1
00-09 FTEs created in Human Resources from 2% & Innovation Project	-	-	-	6.0
00-17 Fte added from E911 Grant revenues	-	-	-	1.0
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	1,784	-	1,784	-
15-07 Settlements - Union 52, Local 30, IBEW 1007 & OOS - Fleet	95	-	95	-
15-10 Budget Update Report - Traffic fines & violations increase	-	300	(300)	-
15-11 New Police Positions	2,407	2,407	-	10.0
15-11 Transit Police Officers	712	712	-	4.5
				-
<b>Revised Total</b>	<b>367,467</b>	<b>87,442</b>	<b>280,025</b>	<b>2,426.6</b>
		-	-	-
<b>Adjusted Budget</b>	<b>367,467</b>	<b>87,442</b>	<b>280,025</b>	<b>2,426.6</b>
<b>Public Library</b>	55,470	7,886	47,584	508.8
15-07 Settlements for Union 52, Local 30, IBEW 1007 & Out-of-scope	1,080	-	1,080	-
15-07 Adjustment to allocate balance of assessment growth	68	-	68	-
15-10 Budget Update Report - Provincial Grant increase	-	353	(353)	-
15-10 Budget Update Report - Increased funding for EPLGo Storefront	353	-	353	-
15-27 Tfr from Capital to Operating - Mill Woods Branch Relocation (PAYGO)	15	-	15	-
15-27 Tfr from Capital to Operating - Calder Branch Relocation (PAYGO)	40	-	40	-
		-	-	-
<b>Revised Total</b>	<b>57,026</b>	<b>8,239</b>	<b>48,787</b>	<b>508.8</b>
Less: One times				
Alteranative Service Delivery Model Service Package	(152)	-	(152)	-
15-27 Tfr from Capital to Operating - Mill Woods Branch Relocation (PAYGO)	(15)	-	(15)	-
15-27 Tfr from Capital to Operating - Calder Branch Relocation (PAYGO)	(40)	-	(40)	-
Plus Annualization - Alternate Service Delivery - Storefront Model	112	-	112	1.7
		-	-	-
<b>Adjusted Budget</b>	<b>56,931</b>	<b>8,239</b>	<b>48,692</b>	<b>510.5</b>
<b>REACH Edmonton</b>	3,183	-	3,183	-
			-	-
<b>Revised Total</b>	<b>3,183</b>	<b>-</b>	<b>3,183</b>	<b>-</b>
<b>Space &amp; Science Foundation</b>	1,994	-	1,994	-
				-
<b>Revised Total</b>	<b>1,994</b>	<b>-</b>	<b>1,994</b>	<b>-</b>
<b>Total Boards &amp; Commissions</b>	<b>505,142</b>	<b>127,277</b>	<b>377,865</b>	<b>3,293.1</b>
<b>Total Departments, Boards &amp; Commissions</b>	<b>2,360,387</b>	<b>1,028,114</b>	<b>1,332,273</b>	<b>13,518</b>
Add Back One-time Items	72,029	69,214	2,815	
Approved Total	2,432,416	1,097,328	1,335,088	

### 2015 Adjusted Budget, continued

(\$000)	Net Expend.	Revenue	Net Requirement	FTEs
<b>One Times</b>				
Annualization allocated to branches	3,194	491	2,703	
Port Alberta - EEDC	(200)	-	(200)	(1.0)
Strategic Growth Strategy - EFCL	(39)	-	(39)	
Nuit Blanche Event Support - CRF	(250)	-	(250)	0.0
FIFA Park & Ride & Extended LRT Service - CRF	(720)	-	(720)	0.0
Demolition of Unoccupied Building - PMMS	(670)	-	(670)	
FCM Annual Conference - OCC	(772)	(438)	(334)	
Northern/Circumpolar Secretariat Interim Fund - REHES	(90)	-	(90)	-
Transit Strategy - Transportation Planning	(623)	-	(623)	(2.0)
Manning Drive Interchange Concept Plan - Transportation Planning	(400)	-	(400)	-
Department Space Service Package - PMMS	(612)	-	(612)	
Corner Stores & Industrial Program - REHES	(62)	-	(62)	(0.5)
Chinatown Plan - UPE	(100)	-	(100)	-
Fort Edmonton 3-Year Capital Campaign funding ending in 2015	(200)	-	(200)	
FIFA 2014 Service Package (\$600), 2015 balance (\$130)	(730)	-	(730)	(1.8)
2014 - 14-25 BA moved 76k & .75 FTE to Communications	76	-	76	0.0
2014 - 14-25 BA moved 76k & .75 FTE to Communications	(76)	-	(76)	(0.75)
15-10 Budget Update Report - Commonwealth Games bid (1-time) IGEA	(2,813)	(2,813)	-	
15-10 Budget Update Report - Brownfield Remediation Grant II (1-time)	(3,490)	-	(3,490)	
Winter Cities (1-time)	(375)	-	(375)	
Alternative Service Delivery Model Service Package - Library	(152)	-	(152)	
15-08 Yr End report - FIFA Women's World Cup (1-time)	(317)	-	(317)	0.0
15-08 Yr End report - Investigation Mgmt System mtce & licensing (1-time)	(171)	-	(171)	
15-08 Yr End report - Downtown Proud! (1-time)	(50)	-	(50)	
15-08 Yr End report - Varscona Theatre Grant (1-time)	(1,500)	-	(1,500)	
15-08 Yr End report - Mayor's Task Force on Poverty Elimination (1-time)	(134)	-	(134)	
15-08 Yr End report - Jerry Forbes - Santa's Anonymous (1-time)	(2,000)	-	(2,000)	
15-08 Yr End report - iHuman Youth Society - New Facility (1-time)	(293)	-	(293)	
15-08 Yr End report - Winter City Conference (1-time)	(100)	-	(100)	
15-08 Yr End report - Inventory System Upgrade (1-time)	(103)	-	(103)	
15-08 Yr End report - Uniforms and clothing (1-time)	(300)	-	(300)	
15-08 Yr End report - 311 Repayment of Capital (1-time)	(1,077)	-	(1,077)	-
15-08 Yr End report - Partnership in Injury Reduction Rebate Re-invest (1-time)	(1,009)	-	(1,009)	-
15-08 Yr End Report - Female Peace Officers Locker Room Relocation (1-time)	(122)	-	(122)	
15-08 Yr End Report - Ukrainian Cdn Archives & Museum of Alta (1-time)	(1,000)	-	(1,000)	
15-08 Yr End Report - Cornerstones II (1-time)	(3,500)	-	(3,500)	-
15-08 Yr End Report - Regional Economic Strategy (1-time)	(100)	-	(100)	-
15-08 Yr End Report - Purchase of renewable energy certificates (1-time)	(303)	-	(303)	
15-08 Yr End Report - Female Peace Officers Locker Room Relocation (1-time)	(375)	-	(375)	
15-08 Yr End Report - Address Cash Flow of Expenditures of Project (1-time)	(39,494)	(39,494)	-	-
15-08 Yr End Report - Infrastructure Program Grant (1-time)	(148)	-	(148)	-
15-08 Yr End Report - Various Events (1-time)	(92)	-	(92)	
15-08 Yr End Report - Red Bull Crashed Ice Event (1-time)	(400)	-	(400)	
15-27 Tfr from Operating to Capital - Varscona Theatre (PAYGO) 1-time	1,500		1,500	
15-27 Transfer from Capital to Operating - QE Park Phase II (PAYGO) % for Art	(200)		(200)	
15-27 Transfer from Capital to Operating - Great Neighbourhoods (PAYGO) % for A	(63)		(63)	
15-27 Transfer from Capital to Operating - Parks Conservation (PAYGO)	(136)		(136)	
15-27 Transfer from Capital to Operating Arena % for Art	(571)	(571)	-	
15-27 Tfr from Capital to Operating - Mill Woods Branch Relocation (PAYGO)	(15)		(15)	
15-27 Tfr from Capital to Operating - Calder Branch Relocation (PAYGO)	(40)		(40)	
15-29 Transfer from Facility & Landscape Infrastructure (1-time) heli-pad	(98)	-	(98)	
15-29 Transfer to Community Standards (1-time) Heli-Pad relocation	98	-	98	
15-30 Transfer from F&L Infrastructure (1-time) SW Admin moving costs	(215)	-	(215)	
15-30 Transfer to Neighbourhoods (1-time) SW Admin moving costs	215	-	215	
15-38 Cornerstones II Program grants to Habitat for Humanity (1-time)	(4,000)	(4,000)	-	-

### 2015 Adjusted Budget, continued

(\$000)	Net Expend.	Revenue	Net Requirement	FTEs
<b>One Times continued</b>				
15-44 Joint Initiative creatively light heritage buildings tfd to UPE (1-time)	250	-	250	
15-44 Joint Initiative lighting heritage bldgs from Com Strat & Devt (1-time)	(250)	-	(250)	
15-47 Municipal Development Fund start up costs (1-time)	(250)	-	(250)	-
15-48 Transfer from Operating To Capital - Equip Conservation, Kinsmen (1-time)	61	-	61	
15-48 Tfr fr Capital to Operating - Equip Conservation (1-time)	(2)	-	(2)	
15-48 Tfr from Operating to Capital - Equip Conserv - Pest Mgmt (1-time)	17	-	17	
15-48 Tfr fr Capital to Operating - Parks Conservation (1-time)	(40)	-	(40)	
15-48 Tfr fr Capital to Operating - River Valley Renewal (1-time)	(7)	-	(7)	
15-48 Tfr fr Capital to Operating - Business Unit App Renewal (1-time)	(450)	-	(450)	
15-48 Transfer from Capital to Operating Arena % for Art, 1-time	(816)	(816)	-	
	-	-	-	
<b>Boards, Commissions &amp; Department Total</b>	<b>(66,704)</b>	<b>(47,641)</b>	<b>(19,063)</b>	<b>(6.1)</b>
Greisbach RCAF Commemorative Park	(50)	-	(50)	
Leveraging Edmonton's Waste Management Leadership	(3,900)	-	(3,900)	
Use of FSR as one-time funding in original December 2015 Budget approval	-	(3,989)	3,989	
15-08 Yr End Report - Truth & Reconciliation Commission Art (1-time)	(200)	-	(200)	
15-08 Yr End Report Carry Forwards funded by FSR, Motion 1, (1-time)		(3,594)	3,594	
15-08 Yr End Report Carry Forwards funded by FSR, Motion 2, (1-time)		(5,123)	5,123	
15-08 Yr End Report Carry Forwards funded by FSR, Cornerstones, (1-time)		(3,500)	3,500	
15-27 Tfr from Operating to Capital - Varscona Theatre (PAYGO) Strategies	(1,500)		(1,500)	
15-27 Tfr from Capital to Operating - Mill Woods Branch Library Reloc (PAYGO)	15		15	
15-27 Tfr from Capital to Operating - Calder Branch Relocation (PAYGO)	40		40	
15-27 Transfer from Capital to Operating - QE Park Phase II (PAYGO) % for Art F&	200		200	
15-27 Transfer from Capital to Operating - Great Neighbourhoods (PAYGO) % for A	63		63	
15-27 Transfer from Capital to Operating - Parks Conservation (PAYGO) F&LI	136		136	
15-08 Yr End Report Carry Forwards funded by FSR, 311 Repayment of Capital (1-time)		(1,077)	1,077	
15-10 Budget Update Report - Brownfield Remediation Grant II (1-time)		(3,490)	3,490	
15-40 Grant for Waste RE-solutions (1-time) find by FSR	(800)	-	(800)	
15-40 FSR funding of grant to Waste RE-solutions		(800)	800	
15-47 Municipal Development Fund start up costs from Financial Strategies 1-time	250	-	250	
15-48 Tfr from Capital of Operating - Com Stds (PAYGO) 1-time	2	-	2	
15-48 Tfr fr Capital to Operating - Parks Conservation (1-time) FLI (PAYGO)	40	-	40	
15-48 Tfr fr Capital to Operating - River Valley Renewal (1-time) FLI (PAYGO)	7	-	7	
15-48 Tfr fr Capital to Operating - Business Unit App Renewal (1-time) IT (PAYGO)	450	-	450	
15-48 Transfer from Operating To Capital - Equip Conservation. CRF, (PAYGO) 1-ti	(61)	-	(61)	
15-48 Tfr from Operating to Capital - Equip Conserv - Pest Mgmt (1-time)	(17)	-	(17)	
	-	-	-	
<b>Corporate Programs Total</b>	<b>(5,325)</b>	<b>(21,573)</b>	<b>16,248</b>	
<b>Total One-times</b>	<b>(72,029)</b>	<b>(69,214)</b>	<b>(2,815)</b>	

Following is a list of the City of Edmonton reserve funds and a description for each. The details of the 2016-2018 approved changes are listed on the following pages.

Reserve Fund & Description
<b>Affordable Housing</b>
To assist the Real Estate, Housing & Economic Sustainability branch in delivering Affordable Housing units as outlined in the Council approved "Road Map" for Cornerstones Plan implementation. Due to the unpredictable spending pattern of expenditures and involvement of other orders of government, this reserve permits unexpended funds to be retained and applied to support future funding requirements. No interest earnings are applied to this reserve.
<b>Aggregate Site Development</b>
The purpose of the reserve is to support the program associated with aggregate site preparation, gravel pit equipment replacement, reclaiming and maintaining lands presently used for material recycling, and to purchase land for future site locations. A surcharge is assessed on recycled aggregates (gravel, concrete, asphalt, and sand from snow dump sites) to cover expenditures for replacement of equipment and site preparations. The net amount of revenues and expenses for the year relating to this program is applied to or drawn from the reserve. Interest earnings are applied to the reserve.
<b>Belvedere Community Revitalization Levy</b>
The purpose of the CRL reserves is to capture timing differences between program operating costs and incremental tax-levy increases and land sales. Belvedere CRL (Station Pointe) is financed through borrowing Bylaw 14883 which was passed in 2008 that enabled the City to undertake infrastructure improvements and land development along Fort Road. In January 2012, Bylaw 15932 was passed to allow for the Belvedere CRL to fund this project. The accumulated net deficit balance is due to timing difference between program operating costs (including debt servicing) and incremental tax-levy revenues and land sales. The deficit will be repaid from future CRL revenues and net proceeds from sale of land. The assessment baseline for the CRL is December 31, 2012. The CRL can remain in place for up to a maximum of 20 years from 2015 to 2032.
<b>Capital City Downtown Community Revitalization Levy</b>
The purpose of the CRL reserves is to capture timing differences between program operating costs and incremental tax-levy increases. Council approved a boundary for the Capital City Downtown CRL on March 5, 2013. The Province approved the CRL regulation on July 25, 2013, and Council approved the CRL Plan and Bylaw 16521 on September 17, 2013. The Province gave final approval of the CRL bylaw on April 16, 2014. The accumulated net deficit balance is due to timing difference between program operating costs (including debt servicing) and incremental tax-levy revenues. The deficit will be repaid from future CRL revenues. The assessment baseline for the CRL is December 31, 2014. The CRL can remain in place for up to a maximum of 20 years from 2015 to 2034.
<b>Commonwealth Stadium</b>
Approved in 1995 and established with \$750,000 from the Public Works Department Vehicle Equipment Reserve as a result of the agreement between the City of Edmonton and the Edmonton Eskimo Football Club for the operation of the Commonwealth Stadium on an entrepreneurial basis. Annually \$200,000 of tax-levy funding is allocated to the reserve for development of new revenue, marketing strategies or capital programs. The City's portion of concession earnings are held in this reserve for capital concession capital projects. Effective January 1, 2007, 15% of net concession revenues from city events or co-sponsored events is contributed by the Eskimos annually to the reserve for replacement of Concession equipment. Interest earnings are applied to this reserve.
<b>Current Planning Enterprise Reserve</b>
Approved on June 23, 2010 to facilitate implementation of City Policy <i>C557 Current Planning Branch - Revised Business Model</i> . This reserve will provide revenue leveling, stabilize resources across extended periods of time, and fund initiatives to enhance planning service and accountability. Council approved City Policy <i>C570 Current Planning Reserve</i> in 2012 which provides direction for sound fiscal management of the Current Planning program. No interest is applied to this reserve.
<b>Development Incentive Reserve</b>
Approved during the 2010 budget deliberations to facilitate the implementation of City Policy <i>C553 Development Fund Program</i> . This reserve will be used to capture any unspent funding from the Development Incentive Program until December 31, 2017. The Development Incentive Program is designed to stimulate new infill development or redevelopment of existing buildings for mixed-use, commercial and/or multi-unit residential uses and fill vacant retail and commercial building storefronts with eligible commercial uses. In April 2014, City Council approved policy amendments to continue delivering the program and to expand it to be available to all Business Revitalization Zones and other City Council supported initiative areas. No interest earnings are applied to this reserve.
<b>Enterprise Portfolio</b>
To facilitate the implementation of City Policy <i>C479 Fiscal Policy for the Enterprise Portfolio - Community Services</i> by managing revenue fluctuations and fund business development opportunities for all facilities managed by the Community and Recreational Facilities branch. Interest earnings from investment of the reserve balance are applied back to this reserve as they are earned.
<b>Façade and Storefront Improvement Reserve</b>
This reserve facilitates implementation of City Policy <i>C216B Retail and Commercial Façade and Storefront Improvement Program</i> . This program provides matching grants to building owners who invest in approved projects to improve the appearance and function of street level retail and commercial buildings in targeted areas within eligible Business Revitalization Zones throughout the City. The program is funded through on-going annual tax levy funding and the net program timing difference for the year is applied to the reserve. No interest earnings are applied to this reserve.
<b>Financial Stabilization Reserve - Appropriated</b>
The Financial Stabilization Reserve (FSR) - Appropriated tracks amounts that have been appropriated from the FSR for specific purposes in current or future years. No interest is applied to this reserve.
<b>Financial Stabilization Reserve - Unappropriated</b>
The FSR was established in 1997 to provide flexibility in addressing financial risks associated with revenue instability and unforeseen costs on a transitional basis, and to ensure the orderly provision of services to citizens. As per policy <i>C217B - Reserve and Equity Accounts</i> , a minimum balance of 5% with a target balance of 8.3% of current general government expenses (excluding non-cash amortization) has been established. The source of funding for the FSR has generally been tax-supported operating surplus. No interest is applied to this reserve.

Reserve Fund & Description
<b>Fleet Services - Vehicle Replacement</b>
Approved at the October 14, 2009 City Council Meeting, this reserve is used to fund replacement of fleet vehicles at the end of their life cycle. Funds to replenish the reserve come from fixed charges paid by tax-supported and utility operations.
<b>Fort Edmonton Train Maintenance</b>
As a condition of an ongoing agreement between the City of Edmonton and the Fort Edmonton Historical Foundation, annually a maximum of \$5,000 from the Fort Edmonton operations is set aside in this reserve to fund major maintenance expenses of the steam railway system within the Park. No interest is applied to this reserve.
<b>Funds in Lieu - Residential</b>
This reserve was approved in 1985 based on Council's direction to separate the residential portion from the commercial/industrial portion in the Parkland Purchase Reserve. Funds received from developers and from the sale of parkland in residential areas is used to purchase and develop parkland in residential areas. The funds are generated as a result of the parkland dedication required in accordance with the Municipal Government Act (MGA) of up to 10%. The MGA requires that such funds be used for "a public park, a public recreation area, school authority purposes, or to separate areas of land that are used for different purposes". The funds collected are restricted by City Policy <i>C468A Policy to Govern the Use of Funds from the Sale of Surplus School Sites</i> to usage within the same neighbourhood. Interest earnings are applied to the reserve.
<b>Heritage Conservation</b>
The Heritage Conservation Reserve supports City Policy <i>C450B Policy to Encourage the Designation and Rehabilitation of Municipal Historic Resources in Edmonton</i> . This policy sets process for the designation of historically significant structures and the payment of required compensation such as grants, tax cancellation, rebate of property taxes, or a payment equal to the value of the amount of taxes payable on the designated historic building and substantial rehabilitation. This reserve also provides funding for maintenance grants, promoting heritage, and special heritage projects including limited demonstrative restoration projects. Annually, an amount is approved in the operating budget for this program and unspent funds are transferred into the reserve at the end of the year. Conversely, if there is a deficit in the program, draws are made on the reserve. No interest earnings are applied to this reserve.
<b>Interim Financing Reserve</b>
Approved on November 19, 2014, the purpose of this reserve is to facilitate timing difference between operating impacts of capital projects and related external funding sources. Reserve deficit balances will be repaid through external funding sources.
<b>Local Improvements Reserve</b>
Approved at the October 31, 2012 City Council meeting, this reserve will accumulate the annual difference between local improvement revenues and debt servicing related to local improvements. The reserve will not earn interest.
<b>LRT</b>
An annual funding level of \$5.0 million is provided from tax-levy directed to LRT. This funding is used to cover any deficiency of the Federal Gas Tax Fund over SLRT debt charges annually with any residual added to the reserve. The reserve is to be made available for funding city-wide LRT expansion. A multi-year dedicated funding level of 0.8% is provided from tax-levy directed to LRT for the Valley Line LRT to support construction and future operation of the new Valley Line. The reserve will not earn interest.
<b>Motor Vehicle Insurance</b>
The City self-insures automobile liability claims with any amount in excess of the self insured amount being insured by external commercial insurers. Pursuant to Section 825, Part 7 of the Alberta Insurance Act, the Corporation must maintain a separate insurance fund. The amount is approved annually by the Superintendent of Insurance for the Province, and the City is required to sign a statutory declaration indicating that a separate insurance fund of the required amount is maintained. The amount of \$2.5 million, in addition to the amount set aside to satisfy third party liability and accident benefit claims is the current approved requirement. Since the City records an ongoing liability for claim estimates, the established limit in the reserve has remained stable. The reserve balance is invested in the Balanced Fund. Interest earnings on the investments form part of the corporate investment earnings budget.
<b>Natural Areas</b>
Approved March 2, 1999, the Natural Areas reserve was established to facilitate the acquisition and conservation of environmentally sensitive natural areas, as per City Policy <i>C531 Natural Area Systems</i> . Bylaw 15164, approved July 22, 2009 expanded the purpose of the reserve to facilitate the repayment of debt incurred in the purchase of natural areas. The expected sources of funding is \$1 million transferred annually from tax levy through the budget process. Interest earnings are applied to the reserve.
<b>Neighbourhood Renewal</b>
Approved at the March 11, 2009 City Council meeting, the Neighbourhood Renewal reserve will contain tax funding dedicated to the Neighbourhood Renewal Program net of annual expenditures, as approved through the annual City budget process. Generally the majority of tax-levy funds approved for the year are utilized for neighbourhood renewal expenditures in the year. No interest is applied to this reserve.
<b>Northlands Capital</b>
This reserve was initially established, as per the agreement between the City of Edmonton and Northlands, to collect a portion of Rexall Place annual profits to assist in funding future capital improvements. With the expiry of the agreement between the City of Edmonton and Northlands the remaining balance in this reserve was paid to Northlands in 2013. This reserve has no balance. This reserve is being recommended for closure through the 2015 Reserve Review being presented to City Council on December 17, 2015.
<b>Parkland Reserve</b>
The reserve receives funds from developer levies, the sale of municipal reserve lands in industrial and commercial areas, proceeds from the sale of municipal reserve land in the river valley communities (where land was originally purchased with Parkland Reserve funds) and money received from the rental of city property on park land. The <i>Municipal Government Act</i> (MGA) requires that such funds must be used for "a public park, a public recreation area, school authority purposes, or to separate areas of land that are used for different purposes". The funds collected can be used anywhere in the City for the required purposes. Interest earnings are applied to the reserve.
<b>Perpetual Care</b>
The Perpetual Care Reserve is used for preservation, improvement, embellishment, and maintenance in perpetuity of the municipal cemeteries. 15% of specific cemetery revenue is applied to the reserve at the time revenue is recognized. Interest is applied monthly and is utilized for funding of the cemetery operating and capital program. This reserve is currently being reviewed as part of the Cemeteries Master Plan.



Reserve Fund & Description
<b>Quarters Community Revitalization Levy</b>
The purpose of the CRL reserves is to capture timing differences between program operating costs and incremental tax-levy increases. City Council approved Bylaw 15800, Schedule "A" - The Quarters Downtown CRL Plan on June 22, 2011. Quarters CRL is financed through borrowing Bylaw 15977 which was passed on January 18, 2012 that enabled the City to undertake infrastructure improvements and land development. The accumulated net deficit balance is due to timing difference between program operating costs (including debt servicing) and incremental tax-levy revenues. The deficit will be repaid from future CRL revenues. The assessment baseline for the CRL is December 31, 2011. The CRL can remain in place for up to a maximum of 20 years from 2015 to 2031.
<b>Reserves For Future Expenditures (Library)</b>
Reserves for future expenditures relating to Library Operations include amounts set aside by the Library Board for specific purposes. This will include amounts for Library facility projects and other major projects. No interest is applied to this reserve.
<b>Revolving Industrial Servicing Fund</b>
The purpose of this reserve is to facilitate implementation of City Policy <i>C533A Revolving Industrial Servicing Fund</i> . This reserve will be used as a funding source to provide rebates to Front End Developers that undertake construction of cost shareable infrastructure. Front End Developers are eligible for a rebate if they do not recover their shareable front end costs through normal processes, providing they construct End-User Development that increases the taxable property assessment by \$10 million or more (excluding machinery and equipment). The source of funding for this reserve will be 50% of the incremental property tax revenue from these End-User Developments. Interest earnings are applied to the reserve.
<b>St. Francis Xavier Reserve</b>
Established August 5, 2011 as a condition of an on-going agreement with the City of Edmonton and the Edmonton Catholic School Board to fund life/cycle maintenance for the St. Francis Xavier Sports Centre. Tax-levy funding is approved annually in the amount of 78% of annual estimated maintenance costs, to fund the City's portion of major life/cycle maintenance. Any funding timing differences for the year are applied to the reserve. Interest earnings are applied to this Reserve.
<b>Tax Supported Debt</b>
Approved on October 29, 2002 to accommodate timing differences between debt servicing requirements and receipt of taxes for the \$250 million 5 year program of tax-supported debt. As approved at the October 31, 2012 City Council meeting the purpose of the reserve was expanded to accommodate timing differences between debt servicing and receipt of taxes for all City tax-supported debt. A minimum balance of \$1.0 million is to be maintained and any unappropriated balance above this is made available to fund capital projects. The minimum balance is to be used to manage any interest rate or cash flow fluctuations. No interest is applied to this reserve.
<b>Telus Field Capital</b>
As provided by the License Agreement between the City of Edmonton and the Katz Baseball Corporation, the net rents and fees collected under the License Agreement are retained in a separate reserve account to be used for future structural repairs to Telus Field. No interest is applied to this reserve.
<b>Traffic Safety and Automated Enforcement Reserve</b>
On December 5, 2014 City Council approved the Traffic Safety and Automated Enforcement reserve. The reserve is intended to accumulate surpluses (and fund shortfalls) that may arise from the variability of photo enforcement revenues, and transparently show budgeted allocations toward: a) The Office of Traffic Safety, b) Edmonton Police Services, c) Other traffic safety initiatives (operating and capital), and d) Community infrastructure programs such as, but not restricted to, the Community Facility Partner Capital Grant and Community League Infrastructure Grant programs. The reserve will be funded from automated enforcement revenues and is to have a minimum balance of 5% of automated enforcement revenue. Interest earnings are applied to this Reserve.
<b>Tree Management</b>
A requirement of City Policy <i>C456A Corporate Tree Management</i> . Funds are placed in the reserve to replace the trees and shrubbery with a view to protect the urban forest, upon removal in the course of construction or repairs to City-owned property. Funds are transferred out of the reserve to cover the operating costs incurred to replace trees and shrubbery.



# Supplementary Information

## Reserve Funds

Following are lists by year of the City of Edmonton reserve funds and the approved changes to the 2015-2018 reserve balances. The description of the reserves are listed on the preceding pages.

### Reserve Funds—2015

Reserve Fund in Alphabetical Order (\$000)	Actual: 2014 Ending / 2015 Opening Balance	Transfer to Operating Budget	Transfer from Operating Budget	Transfer (to)/from Capital Budget	Transfer (to)/from Other Reserve	Transfer from surplus	Interest	Transfer from Debenture	Transfer from Taxation Revenue	Other Adjustments	Forecasted: 2015 Ending / 2016 Opening Balance
Affordable Housing	21,750	(3,750)	2,536	1,147							21,683
Aggregate Site Development Reserve	114		1,375	(1,220)			26				295
Belvedere (Fort Road) Community Revitalization Levy	(5,396)		1,345								(4,051)
Capital City Downtown Community Revitalization Levy	(3,603)	(5,486)									(9,089)
Commonwealth Stadium Enterprise Reserve	1,071	(53)	301				23				1,342
Current Planning Enterprise Reserve	25,394		5,000	(2,744)							27,650
Development Incentive Reserve	1,716	(675)									1,041
Enterprise Portfolio Reserve	9,750	(100)	100				68				9,818
Façade & Storefront Improvements Reserve	1,701	(100)									1,601
Financial Stabilization Reserve - Appropriated	23,222									5,800	29,022
Financial Stabilization Reserve (FSR) - Unappropriated	94,772									(3,915)	90,857
Fleet Services Replacement Reserve	24,937		21,747	(19,951)							26,733
Fort Edmonton Train Maintenance Reserve	99						1				100
Funds in Lieu of Residential	16,414		3,000	(9,218)			67				10,263
Heritage Conservation Reserve Fund	3,226	(1,000)									2,226
Interim Financing Reserve	(6,688)	(13,144)								1,406	(18,426)
Local Improvements Reserve	97,386	(259)									97,127
LRT Reserve	20,299		5,048								25,347
Motor Vehicle Insurance Reserve	2,500										2,500
Natural Areas Reserve Fund	9,280	(1,136)	1,000	(2,500)			117				6,761
Neighbourhood Renewal Reserve	803										803
Northlands Capital	-										-
Parkland Purchase Reserve	18,891		2,500	(9,148)			136				12,379
Perpetual Care Reserve	5,704		450				87				6,241
Quarters Community Revitalization Levy	(8,961)	(531)									(9,492)
Reserves for Future Expenditures (Library)	1,712		580								2,292
Revolving Industrial Servicing Fund Reserve	(763)	(5,296)	1,742					2,719	810		(788)
St. Francis Xavier Reserve	677						6				683
Tax-Supported Debt Reserve	6,727										6,727
Telus Field Capital Reserve	326		10								336
Traffic Safety and Automated Enforcement Reserve	18,565	(37,605)	47,800	(6,314)						1,800	24,246
Tree Management Fund Operating Reserve	3,413	(200)	200								3,413
<b>Total</b>	<b>\$ 385,038</b>	<b>\$ (69,335)</b>	<b>\$ 94,734</b>	<b>\$ (49,948)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 531</b>	<b>\$ 2,719</b>	<b>\$ 810</b>	<b>\$ 5,091</b>	<b>\$ 369,640</b>

### Reserve Funds—2016

Reserve Fund in Alphabetical Order (\$000)	Forecasted: 2015 Ending / 2016 Opening Balance	Transfer to Operating Budget	Transfer from Operating Budget	Transfer (to)/from Capital Budget	Transfer (to)/from Other Reserve	Transfer from surplus	Interest	Transfer from Debenture	Transfer from Taxation Revenue	Forecasted: 2016 Ending / 2017 Opening Balance
Affordable Housing	21,683	(7,744)	2,536	693						17,168
Aggregate Site Development Reserve	295		1,375	(720)			6			956
Belvedere (Fort Road) Community Revitalization Levy	(4,051)		2,525							(1,526)
Capital City Downtown Community Revitalization Levy	(9,089)	(7,816)								(16,905)
Commonwealth Stadium Enterprise Reserve	1,342	(53)	301				13			1,603
Current Planning Enterprise Reserve	27,650	(1,152)		(5,471)						21,027
Development Incentive Reserve	1,041									1,041
Enterprise Portfolio Reserve	9,818	(100)	100				88			9,906
Façade & Storefront Improvements Reserve	1,601									1,601
Financial Stabilization Reserve - Appropriated	29,022	(1,700)	1,357		(232)					28,447
Financial Stabilization Reserve (FSR) - Unappropriated	90,857				232					91,089
Fleet Services Replacement Reserve	26,733		25,015	(17,487)						34,261
Fort Edmonton Train Maintenance Reserve	100						1			101
Funds in Lieu of Residential	10,263		1,400	(4,914)			77			6,826
Heritage Conservation Reserve Fund	2,226	(2,199)								27
Interim Financing Reserve	(18,426)	(9,488)								(27,914)
Local Improvements Reserve	97,127	(181)								96,946
LRT Reserve	25,347		14,885							40,232
Motor Vehicle Insurance Reserve	2,500									2,500
Natural Areas Reserve Fund	6,761	(1,115)	1,000	(2,000)			51			4,697
Neighbourhood Renewal Reserve	803									803
Northlands Capital	-									-
Parkland Purchase Reserve	12,379		2,500	(9,214)			81			5,746
Perpetual Care Reserve	6,241		450				58			6,749
Quarters Community Revitalization Levy	(9,492)	(1,656)								(11,148)
Reserves for Future Expenditures (Library)	2,292		2,822							5,114
Revolving Industrial Servicing Fund Reserve	(788)	(9,985)	1,652					7,183	1,652	(286)
St. Francis Xavier Reserve	683						6			689
Tax-Supported Debt Reserve	6,727									6,727
Telus Field Capital Reserve	336									336
Traffic Safety and Automated Enforcement Reserve	24,246	(43,894)	55,100	(14,614)						20,838
Tree Management Fund Operating Reserve	3,413	(200)	200							3,413
<b>Total</b>	<b>\$ 369,640</b>	<b>\$ (87,283)</b>	<b>\$ 113,218</b>	<b>\$ (53,727)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 381</b>	<b>\$ 7,183</b>	<b>\$ 1,652</b>	<b>\$ 351,064</b>

### Reserve Funds—2017

Reserve Fund in Alphabetical Order (\$000)	Forecasted: 2016 Ending / 2017 Opening Balance	Transfer to Operating Budget	Transfer from Operating Budget	Transfer (to)/from Capital Budget	Transfer (to)/from Other Reserve	Transfer from surplus	Interest	Transfer from Debenture	Transfer from Taxation Revenue	Forecasted: 2017 Ending / 2018 Opening Balance
Affordable Housing	17,168	(5,836)	2,536	581						14,449
Aggregate Site Development Reserve	956		1,375	(690)			12			1,653
Belvedere (Fort Road) Community Revitalization Levy	(1,526)		982							(544)
Capital City Downtown Community Revitalization Levy	(16,905)	(5,684)								(22,589)
Commonwealth Stadium Enterprise Reserve	1,603	(53)	301				16			1,868
Current Planning Enterprise Reserve	21,027		45	(4,039)						17,033
Development Incentive Reserve	1,041									1,041
Enterprise Portfolio Reserve	9,906	(100)	100				94			10,000
Façade & Storefront Improvements Reserve	1,601									1,601
Financial Stabilization Reserve - Appropriated	28,447	(1,050)	949		(949)					27,397
Financial Stabilization Reserve (FSR) - Unappropriated	91,089				949					92,038
Fleet Services Replacement Reserve	34,261		25,464	(23,440)						36,285
Fort Edmonton Train Maintenance Reserve	101						1			102
Funds in Lieu of Residential	6,826		3,900	(5,063)			59			5,722
Heritage Conservation Reserve Fund	27	(433)								(406)
Interim Financing Reserve	(27,914)		3,769							(24,145)
Local Improvements Reserve	96,946		321							97,267
LRT Reserve	40,232		26,395							66,627
Motor Vehicle Insurance Reserve	2,500									2,500
Natural Areas Reserve Fund	4,697	(1,115)	1,000	(1,500)			37			3,119
Neighbourhood Renewal Reserve	803									803
Northlands Capital	-									-
Parkland Purchase Reserve	5,746		3,400	(4,500)			49			4,696
Perpetual Care Reserve	6,749		450				66			7,265
Quarters Community Revitalization Levy	(11,148)	(2,512)								(13,660)
Reserves for Future Expenditures (Library)	5,114		3,085							8,199
Revolving Industrial Servicing Fund Reserve	(286)	(4,110)	2,105						2,104	(187)
St. Francis Xavier Reserve	689						7			696
Tax-Supported Debt Reserve	6,727									6,727
Telus Field Capital Reserve	336									336
Traffic Safety and Automated Enforcement Reserve	20,838	(44,369)	55,100	(14,814)						16,755
Tree Management Fund Operating Reserve	3,413	(200)	200							3,413
<b>Total</b>	<b>\$ 351,064</b>	<b>\$ (65,462)</b>	<b>\$ 131,477</b>	<b>\$ (53,465)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 342</b>	<b>\$ -</b>	<b>\$ 2,104</b>	<b>\$ 366,061</b>

### Reserve Funds—2018

Reserve Fund in Alphabetical Order (\$000)	Forecasted: 2017 Ending / 2018 Opening Balance	Transfer to Operating Budget	Transfer from Operating Budget	Transfer (to)/from Capital Budget	Transfer (to)/from Other Reserve	Interest	Transfer from Debenture	Transfer from Taxation Revenue	Forecasted: 2018 Ending Balance
Affordable Housing	14,449	(5,130)	2,536	108		191			12,154
Aggregate Site Development Reserve	1,653		1,375	(900)		27			2,155
Belvedere (Fort Road) Community Revitalization Levy	(544)	(1,053)							(1,597)
Capital City Downtown Community Revitalization Levy	(22,589)	(3,140)							(25,729)
Commonwealth Stadium Enterprise Reserve	1,868	(53)	301			29			2,144
Current Planning Enterprise Reserve	17,033	(328)		(2,758)					13,947
Development Incentive Reserve	1,041								1,041
Enterprise Portfolio Reserve	10,000	(100)	100			145			10,145
Façade & Storefront Improvements Reserve	1,601								1,601
Financial Stabilization Reserve - Appropriated	27,397	(375)	779		(779)				27,022
Financial Stabilization Reserve (FSR) - Unappropriated	92,038				779				92,817
Fleet Services Replacement Reserve	36,285		25,897	(26,208)					35,974
Fort Edmonton Train Maintenance Reserve	102					1			103
Funds in Lieu of Residential	5,722		4,200	(5,218)		76			4,779
Heritage Conservation Reserve Fund	(406)	(93)							(499)
Interim Financing Reserve	(24,145)		3,304						(20,841)
Local Improvements Reserve	97,267		1,417						98,684
LRT Reserve	66,627		38,704						105,331
Motor Vehicle Insurance Reserve	2,500								2,500
Natural Areas Reserve Fund	3,119	(1,115)	1,000			44			3,049
Neighbourhood Renewal Reserve	803								803
Northlands Capital	-								-
Parkland Purchase Reserve	4,696		3,600	(4,500)		62			3,857
Perpetual Care Reserve	7,265		450			109			7,824
Quarters Community Revitalization Levy	(13,660)	(2,356)							(16,016)
Reserves for Future Expenditures (Library)	8,199		3,386						11,585
Revolving Industrial Servicing Fund Reserve	(187)	(15,812)	2,642				12,000	2,642	1,285
St. Francis Xavier Reserve	696					10			706
Tax-Supported Debt Reserve	6,727								6,727
Telus Field Capital Reserve	336								336
Traffic Safety and Automated Enforcement Reserve	16,755	(44,750)	55,100	(14,814)					12,291
Tree Management Fund Operating Reserve	3,413	(200)	200						3,413
<b>Total</b>	<b>\$ 366,061</b>	<b>\$ (74,505)</b>	<b>\$ 144,991</b>	<b>\$ (54,290)</b>	<b>\$ -</b>	<b>\$ 695</b>	<b>\$ 12,000</b>	<b>\$ 2,642</b>	<b>\$ 397,593</b>

Following is a list of the debt outstanding as at December 31, 2014 and the associated debt servicing requirements.

Debt and Debt Servicing (\$000)	Debt Outstanding as at Dec 31, 2014	Debt Servicing Requirements at Dec 31, 2014
<b>Tax-Supported Debt</b>		
Multi-Purpose Recreation Centres	261,689	16,844
Commonwealth, Meadows, Clareview		
Whitemud Drive/Quesnell Bridge	128,500	9,562
NLRT	103,626	7,763
Terwilliger Recreation Centre	96,396	7,366
Roadways	38,540	5,790
Southeast to West LRT	70,123	4,355
Great Neighbourhoods	65,563	6,276
Other Recreation & Cultural Facilities	100,046	11,330
Transportation	20,321	1,686
Protective Services	11,316	2,078
Library	21,042	2,408
Corporate Land & Buildings	6,681	1,708
Walterdale Bridge	77,174	4,839
<b>Total Tax-Supported Debt</b>	<b>1,001,017</b>	<b>82,005</b>
<b>Self-Supporting Tax Guaranteed</b>		
SLRT	446,147	44,724
Other (Fleet, Quarters, Land Fund)	113,994	8,934
Arena	286,901	16,824
<b>Total Self-Supporting Tax Guaranteed Debt</b>	<b>847,042</b>	<b>70,482</b>
<b>Short term Tax Supported</b>		
Fast Tracked MSI and Provincial Fuel Funding	120,000	62,839
<b>Self Liquidating Debt</b>		
Drainage	447,374	37,344
Waste	221,593	26,377
Blatchford Development	4,000	266
Local Improvements	99,847	10,431
Northlands	51,446	4,365
Other (Housing, Soccer Centres, Research Park)	30,790	5,319
<b>Total Self Liquidating Debt</b>	<b>855,050</b>	<b>84,102</b>
<b>Total Debt Outstanding and Debt Servicing</b>	<b>2,823,109</b>	<b>299,428</b>

The Debt Servicing Requirement at December 31, 2014 of \$299,428 includes a principal portion of \$185,539 and interest of \$113,889. The 2014 total outstanding debt is 54.8% of the debt limit (2 x annual revenue) as per the Debt Management Fiscal Policy C203C.

The following is a representation of the 2016 approved budget (tax-supported, utility and enterprise operations, external capital revenues) reflected in the format used for legislated financial reporting.

Budget - Legislated Financial Reporting (Note 1)		2016
<b>000's</b>		
<b>Revenue</b>		
Net taxes available for municipal purposes		1,439,793
User fees & sale of goods and services		868,876
Investment earnings		84,461
Franchise fees		136,684
Government transfers - operating		103,398
Licenses and permits		78,585
Fines and penalties		100,372
Developer and customer contributions - operating		4,460
<b>Total revenues</b>		<b>2,816,629</b>
<b>Expenses</b>		
Bus and light rail transit		443,559
Roadway and parking		369,341
Transportation services		812,900
Police		393,355
Fire rescue		209,139
Bylaw enforcement		41,899
Protective services		644,393
Parks & recreation		259,164
Community & family		46,937
Edmonton Public Library		59,999
Planning & Corporate Properties		131,672
Convention and tourism (Edmonton Economic Development Corporation)		47,599
Public housing		35,782
Community services		581,153
Waste Management		181,155
Drainage Services		123,630
Land Enterprise		137,813
Utility & enterprise		442,598
Corporate administration		197,987
Fleet Services		6,183
General municipal		201,911
Tax appeals and allowances		18,000
Pension adjustments and other		1,192
		425,273
<b>Total expenses</b>		<b>2,906,317</b>
<b>Excess/ (shortfall) before other</b>		<b>(89,688)</b>
Other revenues:		
Government transfers - capital (Note 2)		360,587
Developer contributed tangible capital assets (Note 2)		170,843
Developer and customer contributions - capital (Note 2)		63,238
Local improvements		10,613
<b>Excess/ (shortfall) before transfers, debt principal payments and internal revenues</b>		<b>515,593</b>
Transfers, debt principal payments and internal revenues:		
Transfers from / (to) capital		(379,645)
Transfers from / (to) reserves		91,828
Debt principal payments (Note 3)		(88,530)
Internal revenues (Note 4):		
EPCOR dividend		141,021
Ed Tel Endowment Fund dividend (regular and special)		40,645
Land Enterprise dividend		3,785
<b>Net position/ (loss)</b>		<b>324,697</b>

### Approved 2016 Operating Budget—Financial Statement Presentation , continued

#### Notes:

Note 1: This budget presentation will be adjusted in the 2016 Annual Report as follows:

- Adherence to public sector accounting requirements, including the elimination of internal revenues and other transactions (i.e. EPCOR and Ed Tel Endowment fund dividends), recognition of ECPOR's 2016 budgeted net income, elimination of debt principal payments, reversal of annual contributed asset depreciation and consolidation of other entities controlled by the City but not included in the budgeting process.

- The original approved operating budget reported in legislated financial reporting is considered to be the budget approved by Council in December 2015, that provides authority to spend, plus any other adjustments approved through the Spring Operating Budget Adjustment report in April 2016, prior to setting the mill rate for 2016.

Note 2: External capital revenues used as capital project funding sources are approved through the capital budget cycle and are included in legislated financial reporting. They reflect the annual approved budget in the 2015-2018 budget cycle plus capital carry forwards from the previous year. At the time of creating this budget, the 2015 capital carry forwards were not available. They will be updated in the 2016 Annual Report to include carry forwards of unspent funds from 2015.

Note 3: Debt principal and debt interest have been reported separately. Debt interest is recognized within expenses in the area responsible for the debt financed asset.

Note 4: For public sector accounting purposes internal revenues are eliminated upon consolidation, therefore these revenues are shown separate from external revenues.



## Supplementary Information

## Neighbourhood Renewal Program Listing

The following is a listing of the Neighbourhood Renewal Program approved profiles in thousands of dollars.

Profile Number	Profile Name	2016	2017	2018	Total 2016 - 2018	2019 and beyond
14-66-1068	NRP Recon - Glenora	10,597	-	-	10,597	-
15-66-4010	NRP Recon - Montrose	739	16,581	8,724	26,044	-
15-66-4011	NRP Recon - Kilkenney	812	9,375	9,572	19,759	9,189
15-66-4012	NRP Recon - Central McDougall	-	271	413	684	14,233
15-66-4013	NRP Recon - Strathearn	562	4,760	14,585	19,907	-
15-66-4050	NRP Recon - Newton (S/123 Ave)	375	574	6,645	7,594	13,161
16-66-4014	NRP Recon - McKernan	582	9,889	10,099	20,570	-
16-66-4015	NRP Recon - Bellevue	206	313	5,355	5,874	5,462
16-66-4016	NRP Recon - Eastwood	-	-	496	496	26,808
16-66-4017	NRP Recon - Royal Gardens	-	350	535	885	18,478
16-66-4018	NRP Recon - Alberta Avenue	-	664	1,016	1,680	47,425
16-66-4020	NRP Recon - Virginia Park	135	205	3,496	3,836	3,566
16-66-4049	NRP Recon - 122 Avenue (Fort Rd - 107 St)	346	5,862	5,986	12,194	-
17-66-4022	NRP Recon - Strathcona	-	769	1,181	1,950	40,914
17-66-4023	NRP Recon - Parkview (E/142	-	-	328	328	17,648
18-66-4024	NRP Recon - Spruce Avenue	319	487	5,643	6,449	11,178
18-66-4025	NRP Recon - Lorelei	-	-	456	456	24,515
18-66-4026	NRP Recon - Glenwood (W/163	-	230	354	584	12,035
18-66-4027	NRP Recon - Highlands	-	-	607	607	33,062
18-66-4029	NRP Recon - Prince Charles	319	490	13,341	14,150	3,403
21-66-4036	NRP Recon - Allendale	427	653	14,679	15,759	7,717
21-66-4037	NRP Recon - Inglewood	-	710	1,088	1,798	37,549
CM-66-4000	NRP NBHD Renewal - Composite	35,091	32,494	39,487	107,072	-
13-66-1052	NRP Recon - Queen Alexandra	11,568	5,797	-	17,365	-
13-66-1053	NRP Recon - Rosslyn	8,454	-	-	8,454	-
13-66-1062	NRP Recon - Avonmore	7,308	-	-	7,308	-
13-66-1080	NRP Recon - Bonnie Doon	11,658	11,006	-	22,664	-
13-66-1081	NRP Recon - Westmount	12,776	12,078	-	24,854	-
13-66-1082	NRP Recon - Westwood	8,631	4,396	-	13,027	-
14-66-1083	NRP Recon - Belgravia	380	6,894	13,290	20,564	-
14-66-1084	NRP Recon - Lauderdale	7,904	15,073	-	22,977	-
14-66-1085	NRP Recon - Lansdowne	3,697	6,751	-	10,448	-
14-66-1086	NRP Recon - Queen Mary Park	14,027	7,353	-	21,380	-
15-66-1069	NRP Recon - Laurier Heights	4,506	4,592	-	9,098	-
	<b>Total Recommended Renewal</b>	<b>141,419</b>	<b>158,617</b>	<b>157,376</b>	<b>457,412</b>	<b>326,343</b>

## MEASURING PROGRESS

Measuring Progress summarizes each Branches' outcomes as identified in its [Branch Business Plan](#), their alignment to corporate level goals and/or Branch goals; and the means to monitor progress towards achieving these Branch outcomes. Specifically, it provides the following:

- The Branches' outcomes that are expected to be achieved through implementation of the Branches' planned strategies and actions.
- The outcomes' alignment or support to achieving corporate level and/or Branch level goals, for example: The Way Ahead, and/or a Corporate Leadership Team Focus Area and/or a Branch Initiative.
- The performance measure or indicator used to monitor progress towards achieving the Branch outcome:
  - Performance measure: A means to monitor progress towards a desired result. To be a measure of performance the organization must have the ability to directly influence the desired result.
  - Indicator: The state or condition of something, generally at a community level, for which an organization has limited influence. Indicators are not considered measures of performance as the organization has little ability to move the indicator.
- The performance measure type (effectiveness or efficiency):
  - Effectiveness measure: Describes a measure that generally occurs at the outcome level and answers the question "are we doing the right things" in order to achieve our desired results.
  - Efficiency measure: Describes a measure that occurs around resources (inputs - labour, equipment, \$) and outputs and answers the question "are we doing things well?"

Administration is currently working on a corporate performance measure register to house and organize the City's performance measurement information. Administration is reviewing all branch business plan measures to ensure their readiness, including consistency, for branch business plan reporting in 2016. Any significant changes to branch business plan outcomes and measures made since the plans were presented to the respective Committees are highlighted with an asterisk.

## COMMUNITY SERVICES

\*For Community Services, branch outcomes have been added for consistency.

### Community Recreation Facilities

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Facilities, programs, and services are accessible for all Edmontonians</b>   <i>Alignment: The Way Ahead</i>				
1.1 % of Edmontonians who feel they have access to amenities and services that improve quality of life	Effectiveness	70%	70%	70%
<b>2. Citizens are socially active and connected through a variety of events and festivals</b>   <i>Alignment: The Way Ahead, CLT Focus Area</i>				
2.1 % of Edmontonians who feel connected to community	Effectiveness	-	45%	-

<b>3. Citizens are healthy and active</b>   <i>Alignment:</i> Council Initiatives, Branch Initiatives				
3.1 % of Edmontonian's who feel an increase in health & wellness	Effectiveness	90%	90%	90%
3.2 Attendance per capita at City of Edmonton recreation	Effectiveness	8.6	8.8	9.0
<b>4. Facilities and programs are affordable</b>   <i>Alignment:</i> Branch Initiatives				
4.1 % change of annual Leisure Access passes issued	Effectiveness	1%	1%	1%
<b>5. Partnerships are embraced and well-developed</b>   <i>Alignment:</i> Branch Initiatives				
5.1 Overall partner satisfaction working with Community and Recreation Facilities	Effectiveness	65%	65%	65%
<b>6. Facilities are well planned and meet community needs</b>   <i>Alignment:</i> Branch Initiatives				
6.1 Overall customer satisfaction	Effectiveness	90%	91%	92%
<b>7. The Branch stimulates a culture of innovation</b>   <i>Alignment:</i> Branch Initiatives				
7.1 % of employees that respond favourable to "I can see a clear link between my work and the long-term vision"	Effectiveness	61%	-	64%
<b>8. The branch retains engaged employees</b>   <i>Alignment:</i> Branch Initiatives				
8.1 Overall employee engagement	Effectiveness	70%	-	72%

## Community Standards

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Bylaw enforcement services support and maintain a safe city</b>   <i>Alignment:</i> The Way Ahead				
1.1 % change in homeless encampments removed	Effectiveness	Increase	Increase	Increase
<b>2. Bylaw enforcement services support and maintain a clean city</b>   <i>Alignment:</i> CLT Focus Areas, Branch Initiatives				
2.1 % change in litter	Effectiveness	-15% over 3 years	-15% over 3 years	-15% over 3 years
2.2 % change in graffiti vandalism locations	Effectiveness	-15% over 3 years	-15% over 3 years	-15% over 3 years
2.3 Nuisance Property Resolution Timeframes	Effectiveness	30 days	29 days	28 days
<b>3. Programs and services promote voluntary compliance</b>   <i>Alignment:</i> Branch Initiatives				
3.1 % compliance to Community Standards Bylaw	Effectiveness	90%	91%	92%
<b>4. Bylaw enforcement services are responsive to community needs</b>   <i>Alignment:</i> Branch Initiatives				

4.1 Response times to bylaw complaints	Efficiency	4 or less business days	4 or less business days	4 or less business days
4.2 % of adoptable pets rescued/returned	Effectiveness	95%	96%	97%
4.3 # of investigations and inspections/FTE	Efficiency	2,200	2,200	2,200
<b>5. Program partners and citizens understand and are engaged in improving the community</b>   <i>Alignment:</i> Branch Initiatives				
5.1 Sponsorship dollars leveraged	Efficiency	Increase	Increase	Increase
<b>6. Programs aid in ensuring citizen enjoyment and personal health benefits</b>   <i>Alignment:</i> Branch Initiatives				
6.1 Ratio of mosquitoes inside control region vs. outside the control region	Effectiveness	1:2.5	1:3	1:3.5

## Community Strategies and Development

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Citizens and their property are safe</b>   <i>Alignment:</i> The Way Ahead				
1.1 % of Perception Survey respondents who agree Edmonton is a safe city	Effectiveness	68%	68%	68%
<b>2. Communities are supported to provide opportunities for citizens to be socially responsible</b>   <i>Alignment:</i> The Way Ahead				
2.1 % of Edmontonians who feel connected to community	Effectiveness	-	45%	-
<b>3. Capital projects are developed to meet community needs</b>   <i>Alignment:</i> The Way Ahead, Council Initiatives				
3.1 % of citizens who feel they are able to access amenities and services that will improve their quality of life	Effectiveness	70%	70%	70%
3.2 % of projects requiring public consultation using diverse consultation methods	Effectiveness	-	-	90%
<b>4. Community based programs and services are inclusive, accessible and address community needs</b>   <i>Alignment:</i> Council Initiatives				
4.1 % of citizens who report services are inclusive and accessible	Effectiveness	60%	62%	65%
4.2 % of community groups whose capacity to serve members has increased	Effectiveness	80%	82%	85%
4.3 % of people that have experienced positive change due to the participation in an FCSS funded program	Effectiveness	85%	87%	90%
<b>5. Communities are supported to provide opportunities for citizens to be socially active</b>   <i>Alignment:</i> Council Initiatives				
5.1 % of citizens who volunteer in their community	Effectiveness	55%	55%	55%
<b>6. Partnerships contribute to enhancing livability</b>   <i>Alignment:</i> Council Initiatives				

6.1 % of community programs facilitated through partnerships	Effectiveness	100%	100%	100%
<b>7. Communities are supported to provide opportunities for citizens to be socially active</b>   Alignment: Council Initiatives				
7.1 % of citizens recommending Edmonton as a great city to live and work	Effectiveness	80%	80%	80%
<b>8. Communication is facilitated to all branch employees to ensure alignment and coordination</b>   Alignment: CLT Focus Areas				
8.1 % of employees responding positively to “I can see a clear link between my work and my organization’s	Effectiveness	60%	62%	65%
<b>9. Monies from secure and non-secure sources are managed</b>   Alignment: CLT Focus Areas				
9.1 Operating budget variance	Efficiency	<1%	<1%	<1%
9.2 % variance of cost to budget	Efficiency	<5%	<5%	<5%
<b>10. Branches have information and tools to improve the quality of service provided to citizens</b>   Alignment: CLT Focus Areas				
12.1 % of clients (other branches) who feel they receive quality information and tools	Effectiveness	80%	82%	85%
12.2 Overall client satisfaction	Effectiveness	80%	82%	85%

### Facility and Landscape Infrastructure

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. New and redesigned facilities and parks are well designed and attractive</b>   Alignment: The Way Ahead				
1.1 % of citizens that agree Edmonton is a well-designed and attractive city	Effectiveness	55%	55%	55%
<b>2. Preventative/corrective maintenance and repairs are planned and managed to minimize lifecycle impacts</b>   Alignment: The Way Ahead				
2.1 Planned building and facility maintenance spending as a % of total maintenance spending	Effectiveness	55%	55%	60%
<b>3. Building infrastructure is effectively managed and operated to maximize the service life of City assets</b>   Alignment: The Way Ahead, Branch Initiatives				
3.1 Maintenance funding (Operating & Capital) as a % of replacement value of buildings	Effectiveness	2%	2%	2%
3.2 Average asset condition as measured by the Facility Condition Index	Effectiveness	0.95	0.95	0.95
<b>4. Capital projects (facilities, parks and open spaces) are developed to reflect community needs and are managed from concept through post-construction to provide citizens with quality infrastructure</b>   Alignment: Council Initiatives, Branch Initiatives				
4.1 City buildings and facilities are built on time	Efficiency	70%	70%	70%
4.2 City parks and open spaces are built on time	Efficiency	70%	70%	70%

4.3 City buildings and facilities are built on budget	Efficiency	90%	90%	90%
4.4 City parks and open spaces are built on budget	Efficiency	90%	90%	90%
4.5 Rogers Place Arena is built on time	Efficiency	100%	-	-
4.6 Rogers Place Arena is built on budget	Efficiency	100%	-	-
<b>5. All staff pursue leadership and performance excellence</b>   <i>Alignment: CLT Focus Areas</i>				
5.1 % of employees responding favourable to “I have the materials and equipment I need to do my job effectively”	Effectiveness	80%	-	80%
<b>6. Planning, design and construction of partnership projects contribute to enhancing livability</b>   <i>Alignment: The Way Ahead, CLT Focus Areas</i>				
6.1 % of citizens who feel they have access to infrastructure, amenities and services that improve their quality of life	Effectiveness	70%	70%	70%

### Fire Rescue Services

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Edmontonians are effectively protected</b>   <i>Alignment: Branch Initiatives, CLT Focus Areas</i>				
1.1 % of fire calls where full first alarm event travel time is less than 8 minutes	Efficiency	90%	90%	90%
1.2 % of fire calls where total response time for first arriving unit is less than 7 minutes	Effectiveness	90%	90%	90%
1.3 % of medical calls where total response time for first arriving unit is less than 7 minutes	Effectiveness	90%	90%	90%
<b>2. Property, people and the environment are protected and impact of fire is minimized</b>   <i>Alignment: Branch Initiatives</i>				
2.1 % of fires contained in room of origin	Effectiveness	75%	75%	75%
<b>3. Citizens are aware of fire safety issues and emergency management</b>   <i>Alignment: The Way Ahead, Branch Initiatives</i>				
3.1 # of fire safety public education sessions delivered to at risk target groups	Output	250	300	350
3.2 Number of fire rescue events per 1,000 population	Effectiveness	Decrease from previous 3-year average	Decrease from previous 3-year average	Decrease from previous 3-year average
<b>4. Edmontonians are connected to Fire Rescue Services in their communities</b>   <i>Alignment: CLT Focus Areas</i>				
4.1 # of attendees at fire safety public education events	Effectiveness	11,750	13,250	15,750
<b>5. Branch strives to be a leader in environmental advocacy, stewardship, preservation and conservation</b>   <i>Alignment: The Way Ahead</i>				

5.1 Maintain environmental management system certification	Effectiveness	Maintain	Maintain	Maintain
<b>6. Structures are designed and maintained to provide a safe environment</b>   <i>Alignment:</i> Branch Initiatives				
6.1 % of level 4 (maximum risk) Quality Management Plan inspections completed	Effectiveness	100%	100%	100%
6.2 % of level 3 (high risk) Quality Management Plan inspections completed	Effectiveness	100%	100%	100%
<b>7. Emergency scenes are mitigated to allow people and goods to move through the city in a safe manner</b>   <i>Alignment:</i> The Way Ahead, Branch Initiatives				
7.1 % of fire calls where travel time for first arriving unit is less than 4 minutes	Effectiveness	90%	90%	90%
7.2 % of medical calls where travel time for first arriving unit is less than 4 minutes	Effectiveness	90%	90%	90%
<b>8. Communication is facilitated to all branch employees to ensure alignment and coordination</b>   <i>Alignment:</i> Branch Initiatives				
8.1 % of staff who feel information is widely shared so that everyone can get the required information when it's needed	Effectiveness	85%	85%	85%
<b>9. Employees have the information and tools to deliver quality service to Edmontonians</b>   <i>Alignment:</i> Branch Initiatives				
9.1 % of staff who have materials and equipment needed to do their job effectively	Effectiveness	85%	85%	85%
9.2 % of staff who feel they receive enough training to do their job effectively	Effectiveness	85%	85%	85%

## Neighbourhoods

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Neighbourhood open spaces are functional and attractive</b>   <i>Alignment:</i> The Way Ahead				
1.1 % of citizens reporting satisfaction with registered programs	Effectiveness	88%	88%	88%
1.2 % of citizens who report increased skills and knowledge	Effectiveness	83%	83%	87%
<b>2. Edmontonians are supported through opportunities to be connected and actively engaged in their communities</b>   <i>Alignment:</i> The Way Ahead, Council Initiatives, Branch Initiatives				
2.1 % of citizens who report feeling connected to their community	Effectiveness	-	45%	-
<b>3. Community groups are active in developing and participating in environmental initiatives</b>   <i>Alignment:</i> CLT Focus Areas				
3.1 Overall satisfaction	Effectiveness	72%	72%	93%
<b>4. Strategic strong partnerships are established and maintained to meet community needs</b>   <i>Alignment:</i> Branch Initiatives, CLT Focus Areas				



4.1 % of partners reporting increased capacity	Effectiveness	85%	85%	90%
4.2 % of Partners whose capacity to serve members has increased	Effectiveness	85%	85%	90%
<b>5. Neighbourhoods, parks and green spaces are safe and clean for all Edmontonians</b>   <i>Alignment: The Way Ahead, Branch Initiatives, Council Initiatives</i>				
5.1 % of citizens reporting parks and green spaces are well maintained	Effectiveness	95%	95%	95%
5.2 % of citizens feeling safe in their neighbourhoods	Effectiveness	95%	95%	95%
5.4 % of citizens who report feeling safe at home	Effectiveness	95%	95%	95%
5.5 % of park users feeling safe	Effectiveness	95%	95%	95%
5.7 # of trees pruned	Output	43,715	43,715	43,715
<b>6. Programs and services are inclusive and accessible to all Edmontonians</b>   <i>Alignment: The Way Ahead, Council Initiatives</i>				
6.1 % of citizens with increased health & wellness	Effectiveness	90%	90%	90%
6.2 % of respondents who report they have used a city park in the past 12 months	Effectiveness	83%	83%	83%

## CORPORATE SERVICES

### Corporate Procurement and Supply Services

\* Branch outcomes and measures have been revised and/or removed

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Creating value for the City</b>   <i>Alignment: CLT Focus Area</i>				
1.1 % tender vs sole source procurements	Effectiveness	90%	90%	90%
1.2 Average # of bids per tender	Effectiveness	Upward trend	Upward trend	Upward trend
1.3 Local versus non-local	Effectiveness	80%	Upward trend	Upward trend
<b>2. Delivering performance and service excellence</b>   <i>Alignment: Council Initiatives</i>				
2.1 Average total dollar value of inventory	Efficiency	-	-	-
2.2 \$ spend per procurement FTE	Efficiency	Top 25% OMBI	Top 25% OMBI	Top 25% OMBI
2.3 Average inventory turnover rate City-wide, transit & municipal fleet parts	Efficiency	4/year	4/year	4/year
2.4 % of tenders with sustainable purchasing requirements	Effectiveness	Baseline Year	Upward trend	Upward trend

## Customer Information Services

\* Branch outcomes and measures have been revised and/or removed

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Citizens utilize self service web channels to access information and services</b>   <i>Alignment:</i> CLT Focus Area				
1.1 Edmonton.ca user survey - Satisfaction <ul style="list-style-type: none"> <li>- Ease of Access</li> <li>- Positive Experience</li> <li>- Accomplish Tasks</li> <li>- Overall Experience</li> </ul>	Effectiveness	>85%	-	>85%
<b>2. Citizens leverage channels to access municipal programs and services</b>   <i>Alignment:</i> Conditions of Success				
2.1 Utilization of 311 - citizen contacts 311	Indicator	2.19 M	2.15 M	2.10 M
2.2 Utilization of edmonton.ca - visits	Indicator	11.9 M	12.3 M	12.7 M
2.3 311 call response time	Effectiveness	<25 sec	<25 sec	<25 sec
2.4 % overall satisfied - user survey	Effectiveness	>85%	>85%	>85%
2.5 TRANSIT: Utilization of 311 for Transit Info - citizen contacts	Indicator	1.10 M	1.08 M	1.05 M
2.6 Utilization of edmonton.ca for Transit visits	Indicator	4.1 M	4.3 M	4.4 M
<b>3. Customer Information Services is well managed and has the capacity to meet service goals</b>   <i>Alignment:</i> Conditions of Success				
3.1 Staff turnover rate	Effectiveness	<10%	-	<10%
3.2 Call abandon rate	Effectiveness	<5%	<5%	<5%
3.3 Average handle time for calls	Efficiency	180-220 Sec	180-220 Sec	180-220 Sec
3.4 Average response time for emails	Efficiency	<24 hrs	<24 hrs	<24 hrs
3.5 311 Cost per Call	Efficiency	\$5 - \$6	\$5 - \$6	\$5 - \$6
3.6 Web visits per 311 contact (ratio)	Effectiveness	>5.4:1	>5.9:1	>5.9:1
3.7 Utilization of Inside Information - Employee contacts	Indicator	200,000	205,000	210,000
3.8 % of IT helpdesk tickets resolved	Effectiveness	>70%	>70%	>70%

## Fleet Services

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. The impact of the City's fleet on the environment is minimized</b>   <i>Alignment:</i> The Way Ahead				

1.1 Emission factor applied to City's energy consumption	Effectiveness	-	-	179,228
<b>2. The City has the fleet required to deliver approved programs and services</b>   <i>Alignment: The Way Ahead, Council Initiatives, Branch Initiatives</i>				
2.1 Annual total transit ridership / population	Effectiveness	-	-	105
2.2 Transit Bus Availability (book out)	Effectiveness	100%	100%	100%
2.3 % of Planned Work	Effectiveness	60%	60%	60%
<b>3. The City has a safe and reliable fleet</b>   <i>Alignment: CLT Focus Area</i>				
3.1 % of City drivers with no demerits	Indicator	85%	85%	85%
<b>4. Preventative maintenance and repairs are planned and managed to minimize lifecycle requirements*</b>   <i>Alignment: CLT Focus Area, Conditions of Success</i>				
* A measure has been removed under this outcome				
4.1 Cost per KM	Efficiency	Under development	Under development	Under development
<b>5. The City's fleet is managed in an efficient and sustainable manner*</b>   <i>Alignment: Conditions of Success</i>				
* A measure has been removed under this outcome				
5.1 Litres per 100 KM	Output	Under development	Under development	Under development

## Human Resources

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. City employees are aware of and sensitive to Aboriginal history and culture</b>   <i>Alignment: Council Initiatives</i>				
1.1 % of employees who have received Aboriginal Awareness training	Effectiveness	35%	65%	100%
<b>2. Leverage learning as a competitive advantage to build a strong and sustainable workforce for today and future</b>   <i>Alignment: CLT Initiatives</i>				
2.1 % compliance with mandatory training	Indicator	90%	100%	100%
2.2 % of online training administered	Indicator	20%	35%	50%
2.3 % compliance with mandatory safety orientation	Indicator	Maintain or Increase	Maintain or Increase	Maintain or Increase
<b>3. Optimize both workforce and organizational performance</b>   <i>Alignment: CLT Initiatives</i>				
3.1 2016 External Safety Audit Score (tri-annual audit) to maintain the Partnerships in Injury Reduction (PIR) rebate eligibility	Indicator	Audit Score Minimum of 80%	Action Plan Minimum of 80%	Action Plan Minimum of 80%

3.2 Injury frequency rate	Indicator	Downward trend	Downward trend	Downward trend
3.3 Overall WCB rates for every \$100 in insurable earnings	Indicator	Improve performance and reduce total claim costs	Improve performance and reduce total claim costs	Improve performance and reduce total claim costs
3.4 Annual sick leave hours per FTE (permanent employees)	Indicator	Downward trend	Downward trend	Downward trend
3.5 % of Arbitration cases decided in the City's favor	Effectiveness	80% or higher	80% or higher	80% or higher
<b>4. Leverage social media resources to enhance the City's presence as an employer of choice</b>   <i>Alignment: CLT Initiatives</i>				
4.1 # of Likes/Followers: (Facebook/LinkedIn)	Effectiveness	10% increase	10% increase	10% increase
4.2 # of Hires: (Facebook/LinkedIn)	Effectiveness	10% increase	10% increase	10% increase
<b>5. Attract, retain and engage a diverse, productive, innovative and skilled workforce to achieve business outcomes*</b>   <i>Alignment: Conditions of Success</i>				
* A measure has been removed under this outcome				
5.1 Healthy turnover rate	Indicator	5-10%	5-10%	5-10%
5.2 Time to fill	Indicator	52 days	52 days	52 days
5.3 Workforce is representative of available external labour force (2011 Census): - Aboriginal: 4.5% - Visible minority person: 21% - Person with disability: 11.3%	Indicator	Comparable to external labour market based on 2016 Census	-	Comparable to external labour market based on 2016 Census
<b>6. Quality consultation and support is provided to City Departments to enable achievement of client programs and services, through sound management practices and processes</b>   <i>Alignment: Conditions of Success</i>				
6.1 Payroll and Benefits compliance for third party plan administration, reporting, remittances, Canada Revenue Agency T4 submission and adherence of taxation legislation	Effectiveness	100% compliance within legislated timelines	100% compliance within legislated timelines	100% compliance within legislated timelines
6.2 Payroll deadlines met	Effectiveness	100% on-time with less than 1% error rate	100% on-time with less than 1% error rate	100% on-time with less than 1% error rate
6.3 HR FTE per City FTE	Indicator	Maintain	Maintain	Maintain
<b>7. Adherence to safety legislation</b>   <i>Alignment: Conditions of Success</i>				
7.1 Minimum of 80% of total WCB claims reported within 72 hours from the date reported to employer (DRE)	Efficiency	Minimum of 80%	Minimum of 80%	Minimum of 80%

## Information Technology

\* Branch outcomes and measures have been revised and/or removed

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. IT based infrastructure and systems are reliable and sustainable</b>   <i>Alignment:</i> Council Initiatives, CLT Focus Area, Conditions of Success				
1.1 Network availability > 99.95%; Network performance measures.	Effectiveness	Maintain 99.95	Maintain 99.95	Maintain 99.95
1.2 Reduction in total images printed resultant of Follow You Printing and Cloud Printing - % of total images printed	Effectiveness	15 % Reduction	10% Reduction	10% Reduction
1.3 Increase in number of datasets available on Open Data Catalogue data.edmonton.ca - # total datasets* * Targets have been revised for this measure.	Efficiency	875	950	1000
1.4 Availability of technology infrastructure - % of time	Effectiveness	>99.95	>99.95	>99.95
1.5 Network outages per month - #	Effectiveness	<1 outage/month	<1 outage/month	<1 outage/month
<b>2. IT acts as a trusted partner and advisor in the delivery of Department and Branch goods and services</b>   <i>Alignment:</i> CLT Focus Area, Conditions of Success				
2.1 Number of Remedy incident tickets resolved on first call - % total Remedy incident tickets	Effectiveness	40%	50%	60%
2.2 Overall IT Branch Employee Engagement and Diversity Survey staff workplace satisfaction - % total survey respondents	Indicator	63%	65.6%	-
2.3 Number of Remedy incident tickets reopened - % of total Remedy incident tickets	Effectiveness	Under development	Under development	Under development
<b>3. The IT branch operates as a well managed organization</b>   <i>Alignment:</i> Conditions of Success				
3.1 IT costs as a % of municipal cost - \$000	Efficiency	2.06	2.06	2.06

## Law

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Legal risks are managed</b>   <i>Alignment:</i> The Way Ahead				
1.1 % of Perception Survey respondents who are satisfied or very satisfied that Edmonton is a well-designed, attractive City	Effectiveness	-	-	55%

<b>2. The Law Branch is an essential partner in clients' success</b>   <i>Alignment: The Way Ahead, CLT Focus Area</i>				
2.1 Annual total transit ridership / population	Effectiveness	-	-	105
2.2 Client satisfaction	Effectiveness	>75.0%	>75.0%	>75.0%
<b>3. City operations are safe for the public and employees</b>   <i>Alignment: The Way Ahead</i>				
3.1 % of Perception Survey respondents who agree Edmonton is a safe city	Effectiveness	-	-	68%
3.2 Client satisfaction	Effectiveness	>75.0%	>75.0%	>75.0%
<b>4. Legal risks are managed; Law Branch operations reflect both innovative and modern best practices</b>   <i>Alignment: CLT Focus Areas</i>				
4.1 % of lawsuits resolved in favour of the City within settlement range	Effectiveness	>85.0%	>85.0%	>85.0%
4.2 Claims settled without proceeding to litigation	Effectiveness	>95.0%	>95.0%	>95.0%
4.3 Internal Legal cost per \$1,000 of Capital and Operating expenditures (OMBI)	Effectiveness	<median OMBI	<median OMBI	<median OMBI
4.4 Reduction of security incidents including alarms (#)	Effectiveness	<8431	Reduce	Reduce
<b>5. Legal risks are managed; City operations are safe for public employees</b>   <i>Alignment: Conditions of Success</i>				
5.1 Citizen injury claims in recreation facilities (#)	Effectiveness	<32	Reduce	Reduce
5.2 Risk Control recommendations adopted	Effectiveness	>75.0%	>75.0%	>75.0%
5.3 Security Audit recommendations adopted	Effectiveness	>75.0%	>75.0%	>75.0%
<b>6. Legal risks are managed; Law Branch is an essential partner in clients' success</b>   <i>Alignment: Conditions of Success</i>				
6.1 Amount of claim paid in Statements of Claim served on City	Effectiveness	<10.0%	<10.0%	<10.0%
6.2 Insurance premium as % of total assets	Effectiveness	<0.5%	<0.5%	<0.5%
6.3 Claims settled without proceeding to Litigation	Effectiveness	>95.0%	>95.0%	>95.0%
6.4 Conviction rate on Bylaw prosecutions	Effectiveness	>90.0%	>90.0%	>90.0%
6.5 City employees having received Active Intruder Alert training (#)	Effectiveness	>650	Increase	Increase

### Office of the City Clerk

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Citizens are engaged in local government</b>   <i>Alignment: The Way Ahead</i>				
1.1 % of citizens aware they can provide input into the city's decision making process through various means	Indicator	88%	90%	90%
1.2 % of citizens who are aware of opportunities to engage in local government elections	Indicator	-	91%	-

1.3 % of Perception Survey respondents who report feeling connected to their community	Indicator	-	45%	-
<b>2. Modernized processes facilitate open and transparent government and decision making</b>   <i>Alignment: CLT Focus Areas</i>				
2.1 # of late reports	Output	183 (14.2%)	Downward trend	Downward trend
2.2 Council satisfaction with processes: - agenda/minutes timeliness - meeting support - pre-meeting procedural advice - quality of response regarding research	Indicator	79% 95% 94% 89%	Maintain/improve	Maintain/improve
<b>3. Corporate oversight - performance of organization</b>   <i>Alignment: CLT Focus Areas</i>				
3.1 # of corporate-wide privacy breaches	Indicator	6	Downward trend	Downward trend
3.2 # of FOIP requests	Indicator	416	Downward trend	Downward trend
3.3 % of FOIP requests responded to within legislated timeliness: - 30 days - 60 days - over 60 days	Efficiency	91% 7% 2%	Maintain/improve	Maintain/improve
<b>4. Sound management practices and processes</b>   <i>Alignment: Conditions of Success</i>				
4.1 # of Council/Committee agenda pages printed	Output	14,455	Downward trend	0
4.2 # of attendances for training on civic governance	Output	Under development	Under development	Under development
4.3 Volume reduction (cu.ft) of records sent to Corporate Records Centre	Output	15,355	Downward trend	Downward trend
4.4 % of citizens using online census option	Indicator	35%	-	40%
4.5 % of Tribunals complaints and appeals filed online	Indicator	51.9%	Upward trend	Upward trend
<b>5. Increased capacity for employees to be more informed on governance processes</b>   <i>Alignment: Conditions of Success</i>				
5.1 # of training opportunities offered staff (FOIP, Records, Report Writing, Governance, SIRE)	Effectiveness	29	Upward trend	Upward trend
5.2 # of staff taking training	Effectiveness	241	Upward trend	Upward trend
5.3 % staff indicating increased knowledge	Effectiveness	70%	Upward trend	Upward trend



## FINANCIAL SERVICES

## Assessment and Taxation

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Property Tax collection as of year-end</b>   <i>Alignment:</i> Branch Initiatives				
1.1 % of the tax levy collected	Effectiveness	98%	98%	98%
<b>2. Improved Turnaround time on inquiries during complaint period</b>   <i>Alignment:</i> Branch Initiatives				
2.1 Inquiry response time (311 tickets received during complaint period)	Efficiency	100% within 3 days	100% within 3 days	100% within 3 days
<b>3. Meeting Provincial Audit standards for assessment to sales ratio</b>   <i>Alignment:</i> Branch Initiatives				
3.1 Ratio of assessed value to sales value for properties containing 1, 2 or 3 dwelling units	Efficiency	95-105%	95-105%	95-105%
<b>4. Meeting Provincial audit standard for coefficient of dispersion</b>   <i>Alignment:</i> Branch Initiatives				
4.1 Coefficient of dispersion for properties containing 1,2 or 3 dwelling units	Efficiency	≤ 15%	≤ 15%	≤ 15%
<b>5. Minimize losses at assessment review board hearings</b>   <i>Alignment:</i> Branch Initiatives				
5.1 % of the total annual municipal tax base reduced at tribunal	Effectiveness	≤ 1%	≤ 1%	≤ 1%
<b>6. Ensure a clear link between employee's work and the City's vision</b>   <i>Alignment:</i> Branch Initiatives				
6.1 % who see a clear link between their work and the City's long-term vision	Indicator	65%	67.5%	70%
<b>7. Ensure information is available and timely</b>   <i>Alignment:</i> Branch Initiatives				
7.1 % who believe information is widely shared and available when needed	Indicator	65%	67.5%	70%
<b>8. Provide employees the ability to express their career aspirations and develop a plan</b>   <i>Alignment:</i> Branch Initiatives				
8.1 % who believe their career aspirations can be achieved at the City	Indicator	62%	64.5%	67%
<b>9. Empower and provide opportunities for staff to improve the branch in which they work and the City as a whole</b>   <i>Alignment:</i> Branch Initiatives				
9.1 % who consider themselves engaged	Indicator	68%	70.5%	73%

### Corporate Strategic Planning

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Branches are supported in their annual innovation and continuous improvement initiatives</b>   <i>Alignment: CLT Focus Areas, Branch Initiatives</i>				
1.1 \$ savings from ALL Branches innovation and continuous improvement initiatives	Indicator	\$500,000	\$1,500,000	\$3,000,000
<b>2. Community decision-makers receive regular, accurate and timely data and reports</b>   <i>Alignment: CLT Focus Areas, Branch Initiatives</i>				
2.1 % of respondents who found our data and/or reports helpful or valuable	Effectiveness	80%	85%	90%
2.2 % of reports issued within prescribed timelines	Efficiency	90%	90%	90%
2.3 % of economic indicator deliverables meeting same day delivery standard (this measure is to be moved under the newly formed Financial Strategies and Budget branch)	Efficiency	95%	95%	95%
<b>3. Our partners recognize us as the corporate experts and trusted advisors, in our areas of responsibility within the corporation</b>   <i>Alignment: Branch Initiatives</i>				
3.1 % increase in requests for assistance from other departments, branches, sections and external partners	Effectiveness	5% from prior year	5% from prior year	5% from prior year
3.2 % of respondents who think that: The amount of time it takes to get the services/products they require is acceptable <ul style="list-style-type: none"> <li>- we are competent and exhibit a good level of knowledge in our areas</li> <li>- we treat their department fairly</li> <li>- we are courteous and make their staff feel comfortable</li> <li>- they are able to get what they need from us</li> <li>- our work is credible and uses a fact-based methodology (Effectiveness measure)</li> </ul>	Effectiveness	80% (all bullets)	85% (all bullets)	90% (all bullets)
<b>4. Branch and section work plans are developed on a timely basis and identify clear expectations</b>   <i>Alignment: Culture Action Plan</i>				
4.1 % of work plans that are completed within a specified time frame (we recommend within 1 month of start of work plan year)	Efficiency	90%	90%	90%
<b>5. The Branch recognizes branch employees' individual knowledge, skill sets and career interests</b>   <i>Alignment: Culture Action Plan</i>				
5.1 % of employees that feel that their work contributes to the success of the City	Effectiveness	= or greater than 86.7%	= or greater than 86.7%	= or greater than 86.7%
5.2 % of employees that feel that they are part of a branch team	Effectiveness	= or greater than 63.3%	= or greater than 63.3%	= or greater than 63.3%
<b>6. Branch leadership team supports opportunities for collaboration</b>   <i>Alignment: Culture Action Plan</i>				
6.1 % of employees that are aware of the section mandates and access knowledge and expertise to enhance their work (via survey)	Effectiveness	85%	85%	85%

## Financial Services

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Modernize finance by leveraging technology effectively and strengthening business processes for improved financial management</b>   <i>Alignment: The Way Ahead</i>				
1.1 City of Edmonton credit rating (Corporate Measure)	Effectiveness	AA+	AA+	AA+
1.2 % increase in full-time staff to new/improved technology and business processes (2% Innovation through continuous improvement)	Efficiency	0%	0%	0%
1.3 % in increase in client satisfaction with Financial Services support ((this measure is to be moved under the newly formed Financial Strategies and Budget branch)	Effectiveness	Baseline TBD in 2016	5% Increase	5% Increase
<b>2. Financial Services champions fiscal accountability and transparency for all Edmontonians</b>   <i>Alignment: The Way Ahead</i>				
2.1 Rate of return of investment portfolio compared to benchmark (benchmarks are calculated on a four year average return)	Effectiveness	Exceed benchmark	Exceed benchmark	Exceed benchmark
<b>3. Financial Services Champions fiscal accountability and transparency for all Edmontonians</b>   <i>Alignment: Council Initiatives</i>				
3.1 Public Engagement and Survey connections; surveyed participants feel heard with the City's budgeting process (Corporate Communications)	Effectiveness	Satisfaction with process - establish baseline	2% Increase	2% Increase
3.2 Citizen satisfaction with engagement processes for the City's budgeting process (Corporate Communications)	Effectiveness	Establish baseline % aggregate satisfaction	2% Increase	Maintain or improve
<b>4. Financial Services champions fiscal accountability and transparency for all Edmontonians</b>   <i>Alignment: CLT Initiatives</i>				
4.1 Number of financial control or reporting deficiencies identified in the audit external audit findings report or the management letter	Indicator	Zero	Zero	Zero
<b>5. Empower Financial Services staff and improve communications to ensure they are engaged in their roles, with a strong connection to the corporate business objectives</b>   <i>Alignment: Branch Initiatives</i>				
5.1 % increase in staff's ability to see a connection between their work and the City's long-term vision	Effectiveness	70%	70%	75%
5.2 % increase in staff job satisfaction level	Effectiveness	72%	72%	2% Increase
5.3 % increase in staff satisfaction with branch communication	Effectiveness	60%	60%	5% Increase
5.4 % increase in staff satisfaction with staff-supervisor engagement	Effectiveness	72%	-	4% Increase

## Financial Strategies and Budget

A few measures that were identified under Financial Services branch and Corporate Strategic Planning branch can now be identified as the key measures for Financial Strategies and Budget branch. However, due to the recent creation of the branch, a multi-year branch business plan needs to be developed with key branch initiatives and measures. Also, the impacted branch business plans will need to be modified. Therefore, the existing measures have not been pulled out from other branches to be added to the Financial Strategies and Budget branch.

## OFFICE OF THE CITY MANAGER

### Corporate Communications

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Communications Branch positions Edmonton positively in support of building pride in the city</b>   <i>Alignment: The Way Ahead</i>				
1.1 Surveyed citizens report they would recommend Edmonton as a good place to live, visit and work	Indicator	80% work; 80% live; 70% visit	All +2%	All +2%
1.2 Public Engagement and Survey connections; surveyed participants feel heard	Effectiveness	Satisfaction with process -establish baseline	All +2%	All +2%
1.3 Positive tone of local and national media stories	Indicator	80% positive media coverage	All +2%	All +2%
1.4 National Perception of Edmonton Study (Longwoods) of correlation between strengths and perceived attributes	Indicator	Happens in 2018	All +2%	All +2%
<b>2. Branch delivers effective communications in support of City programs, services, campaigns, projects and Employees in the City state that there is good internal communications</b>   <i>Alignment: The Way Ahead</i>				
2.1 Citizen satisfaction with engagement processes	Effectiveness	Establish baseline % aggregate satisfaction	+2%	Same or +
2.2 Internal satisfaction with communications support	Effectiveness	Establish baseline	+2%	Same or +
2.3 Engagement & Diversity survey - increase in the scores	Effectiveness	+2	Same or +	Same or +

### Intergovernmental and External Affairs

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Client satisfaction in: - Support provided for major events, attractions and hosting requirements; Advice provided in advancing regional, provincial and federal priorities; Preparation of briefing material provided for meetings   Alignment: Branch Initiatives</b>				
1.1 Client Satisfaction %	Effectiveness	100%	-	-
<b>2. Provide timely and relevant internal briefing to support City participation and input opportunities at various external meetings (e.g., AUMA, CRB, FCM, etc...)  Alignment: Branch Initiatives</b>				
2.1 % of time prepared internal briefing shared with City participants at least one day in advance of meeting	Efficiency	100%	-	-

## SUSTAINABLE DEVELOPMENT

### Current Planning

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Advance the City of Edmonton vision   Alignment: The Way Ahead</b>				
1.1 % of Land Development Application recommendations to Council accepted on first submission	Effectiveness	Maintain or increase	Maintain or increase	Maintain or increase
1.2 Safety Code inspection failure rate	Effectiveness	Maintain or reduce	Maintain or reduce	Maintain or reduce
1.3 Ratio of compliance complaints resolved vs. submitted	Efficiency	Maintain or increase	Maintain or increase	Maintain or increase
<b>2. Strengthen Edmonton's financial position   Alignment: The Way Ahead</b>				
2.1 Current Planning Reserve balance as a percentage of annual budgeted operating expenditures, excluding transfer to reserve	Efficiency	Maintain or increase	Maintain or increase	Maintain or increase
2.2 Operating revenue as a percentage of operating expenditures, excluding transfers to/from reserve	Efficiency	100% or greater	100% or greater	100% or greater
2.3 Corporate Wide Support as a percentage of operating expenditures, excluding transfers to reserve and as related to land development,	Efficiency	Maintain or reduce	Maintain or reduce	Maintain or reduce

applications and permitting				
<b>3. Deliver effective and efficient services</b>   <i>Alignment: The Way Ahead, Conditions of Success</i>				
3.1 % of permits issued within established timeline targets	Efficiency	Maintain or increase	Maintain or increase	Maintain or increase
3.2 % of servicing agreements completed within established timeline targets	Efficiency	Maintain or increase	Maintain or increase	Maintain or increase
3.3 % of applications submitted with complete information	Effectiveness	Maintain or increase	Maintain or increase	Maintain or increase
3.4 % of walk-in customers with wait time under 15 minutes	Efficiency	Maintain or increase	Maintain or increase	Maintain or increase
3.5 Customer satisfaction score	Effectiveness	Under development	Under development	Under development
<b>4. Build a high performance work environment</b>   <i>Alignment: The Way Ahead, Conditions of Success</i>				
4.1 Employee Engagement Score	Effectiveness	Maintain or increase	-	Maintain or increase
4.2 Voluntary Turnover Rate	Efficiency	Maintain or reduce	Maintain or reduce	Maintain or reduce

### Real Estate, Housing and Economic Stability\*

\* Branch outcomes have been updated

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Advance the City of Edmonton vision</b>   <i>Alignment: The Way Ahead</i>				
1.1 % of new residential units in mature areas/new residential units city-wide	Effectiveness	-	-	25%
1.2 % of Citizen Perception Survey (CPS) respondents who are satisfied or very satisfied that Edmonton is a well designed, attractive city	Effectiveness	-	-	55%
1.3 % of CPS respondents who agree Edmonton is a safe city	Effectiveness	-	-	68%
<b>2. Strengthen Edmonton's financial position</b>   <i>Alignment: The Way Ahead</i>				
2.1 Population / total infrastructure	Efficiency	Increase over previous year	Increase over previous year	Increase over previous year
2.2 % of CPS respondents who agree that they have access amenities and services that will improve their quality of life	Effectiveness	-	-	70%
2.3 Annual dollar value for all Edmonton industrial building permits	Indicator	Upward trend	Upward trend	Upward trend
2.4 Annual dollar value for all Edmonton Region industrial building permits	Indicator	Upward trend	Upward trend	Upward trend
<b>3. Deliver efficient and effective services</b>   <i>Alignment: The Way Ahead</i>				

3.1 Emission factor applied to City's energy consumption (electricity, natural gas and transportation fuels) + emissions from industrial processes and landfills	Effectiveness	-	-	Downward trend
3.2 Emission factor applied to City's energy consumption (electricity, natural gas and transportation fuels) + methane emissions from City owned landfills	Effectiveness	-	-	179,228
3.3 Quantity of sediments, nutrients, and bacteria discharged to North Saskatchewan River referenced to a baseline and adjusted for population (higher index indicates less contaminants)	Effectiveness	-	-	7.8 (good)
3.4 Standardized methodology using conversion factors for resource consumption (i.e. electricity, natural gas, food, housing, etc.) to calculate land area	Indicator	-	-	Maintain or decrease
<b>4. Build a high performance work environment</b>   <i>Alignment:</i> The Way Ahead, Conditions of Success				
4.1 Results from the Employee engagement survey* * A new measure has been added under this outcome	Effectiveness	Maintain or increase	-	Maintain or increase

## Urban Planning & Environment\*

\* Branch outcomes have been updated

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Advance the City of Edmonton vision</b>   <i>Alignment:</i> The Way Ahead, Branch Initiatives				
1.1 % of new residential units in mature areas/new residential units city-wide	Effectiveness	-	-	25%
1.2 % of Citizen Perception Survey (CPS) respondents who are satisfied or very satisfied that Edmonton is a well-designed, attractive city	Effectiveness	-	-	55%
<b>2. Strengthen Edmonton's financial position</b>   <i>Alignment:</i> The Way Ahead, Branch Initiatives				
2.1 Population / total infrastructure	Efficiency	Increase over previous year	Increase over previous year	Increase over previous year
2.2 % of CPS respondents who agree that they have access amenities and services that will improve their quality of life	Effectiveness	-	-	70%
2.3 Annual dollar value for all Edmonton Region industrial building permits	Indicator	Upward trend	Upward trend	Upward trend
<b>3. Delivery efficient and effective services</b>   <i>Alignment:</i> The Way Ahead, Branch Initiatives				
3.1 % of Registered Participants Survey respondents (Edmontonians) who report increased health and wellness due to participation in services and programs offered by the City of Edmonton	Effectiveness	-	-	90%
3.2 City of Edmonton community and recreation facilities and Edmonton Public Libraries attendance / capita	Effectiveness	-	-	>=12
3.3 Emission factor applied to City's energy consumption (electricity,	Effectiveness	-	-	179,228



natural gas and transportation fuels) + methane emissions from City owned landfills				
3.4 Quantity of sediments, nutrients, and bacteria discharged to North Saskatchewan River referenced to a baseline and adjusted for population (higher index indicates less contaminants)	Effectiveness	-	-	7.8 (good)
3.5 Emission factor applied to city's energy consumption (electricity, natural gas and transportation fuels) + emissions from industrial processes and landfills	Indicator	-	-	Downward trend
3.6 Standardized methodology using conversion factors for resource consumption (i.e. electricity, natural gas, food, housing, etc.) to calculate land area	Indicator	-	-	Maintain or decrease
<b>4. Build a high performance work environment*</b>   <i>Alignment: The Way Ahead, Conditions of Success</i> <i>* some measures have been removed under this outcome</i>				
4.1 Results from the Employee engagement survey	Effectiveness	3% increase	-	Maintain or increase

## TRANSPORTATION SERVICES

### Edmonton Transit Services

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. ETS service is geographically accessible</b>   <i>Alignment: The Way Ahead</i>				
1.1 % of service warranted by policy that is funded	Indicator	TBD	TBD	TBD
<b>2. ETS is accessible to persons with disabilities</b>   <i>Alignment: The Way Ahead</i>				
2.1 DATS ride accommodation rate	Efficiency	98.0%	98.0%	98.0%
<b>3. ETS provides reliable service</b>   <i>Alignment: The Way Ahead</i>				
3.1 % customer satisfaction with reliability aspect of service	Indicator	70.0%	72.5%	75.0%
3.2 DATS on-time performance	Efficiency	90.0%	90.0%	90.0%
<b>4. Operators are professional and helpful service</b>   <i>Alignment: The Way Ahead</i>				
4.1 % customer satisfaction with operators' behaviour (helpful & courteous)	Indicator	85.0%	87.5%	90.0%
4.2 % customer satisfaction with operators' driving performance	Indicator	85.0%	87.5%	90.0%
<b>5. Edmontonians use public transit to go to work</b>   <i>Alignment: The Way Ahead, Council Initiatives</i>				
5.1 Journey to Work mode split (% of Edmontonians who use transit,	Effectiveness	-	-	25.9%

carpooling, walking or cycling)				
<b>6. ETS infrastructure is well maintained</b>   <i>Alignment: The Way Ahead</i>				
6.1 % availability of escalators	Efficiency	90.0%	95.0%	100.0%
6.2 % availability of elevators	Efficiency	100.0%	100.0%	100.0%
<b>7. Public transit supports compact living</b>   <i>Alignment: The Way Ahead</i>				
7.1 TBD		TBD	TBD	TBD
<b>8. Public transit facilities and vehicles are safe and secure</b>   <i>Alignment: The Way Ahead</i>				
8.1 % customer satisfaction with personal safety at bus stops, Transit Centres and LRT Stations	Indicator	80.0%	80.0%	80.0%
8.2 % customer satisfaction with personal safety on buses and LRT	Indicator	80.0%	80.0%	80.0%
8.3 ETS security disorder rate per 100,000 boardings	Indicator	6.75	6.5	6.5
<b>9. ETS operations are environmentally sustainable</b>   <i>Alignment: The Way Ahead</i>				
9.1 TBD		TBD	TBD	TBD
<b>10. ETS strives to become more self-sufficient</b>   <i>Alignment: The Way Ahead</i>				
10.1 Subsidy per capita	Indicator	TBD	TBD	TBD
<b>11. Citizens use more public transit and active modes of transportation</b>   <i>Alignment: The Way Ahead, Council Initiatives</i>				
11.1 Transit ridership per capita	Effectiveness	80.0%	80.0%	80.0%
<b>12. ETS employees are engaged and satisfied with the work they do</b>   <i>Alignment: CLT Focus Areas</i>				
12.1 Overall engagement survey rate	Indicator	45.0%	-	50.0%
12.2 Overall job satisfaction	Indicator	65.0%	-	70.0%
<b>13. ETS employees receive communication required to perform their duties</b>   <i>Alignment: CLT Focus Areas</i>				
13.1 % of staff who feel information is widely shared so that everyone can get the required information when it is needed	Indicator	57.5%	-	60.0%
<b>14. A workplace where employees feel safe and respected</b>   <i>Alignment: Culture Action Plan</i>				
14.1 % of employees who have received Respectful Workplace training	Indicator	90.0%	95.0%	100.0%
14.2 % of employees who report being harassed	Indicator	20.0%	-	15.0%

## LRT Design and Construction

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. LRT Planning and Implementation</b>   <i>Alignment: The Way Ahead</i>				
1.1 % projects delivered within budget	Efficiency	90% (±10%)	90% (±10%)	90% (±10%)
1.2 % projects delivered on-time	Efficiency	90% (±10%)	90% (±10%)	90% (±10%)
<b>2. Respondents are satisfied with LRT Service</b>   <i>Alignment: They Way Ahead, Council Initiatives</i>				
2.1 % Respondents satisfied or very satisfied with LRT Service	Effectiveness	>80%	>80%	>80%
<b>3. Increase Transit Ridership</b>   <i>Alignment: The Way Ahead, Council Initiatives</i>				
3.1 Annual total transit ridership / population	Effectiveness	103	104	105
<b>4. Monthly project status updates are provided to leadership team reporting cost, quality and schedule</b>   <i>Alignment: CLT Focus Areas</i>				
4.1 Monthly reporting	Output	monthly	monthly	monthly
<b>5. Employees understand how their work contributes to the vision, goals and outcomes</b>   <i>Alignment: Culture Action Plan</i>				
5.1 % employees reporting seeing a clear link between their work and City vision	Indicator	>90%	>90%	>90%
<b>6. Employees feel they receive reward and recognition for their work</b>   <i>Alignment: Culture Action Plan</i>				
6.1 % staff feeling supported and recognized for their work.	Indicator	>90%	>90%	>90%

## Roads Design and Construction

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Construction of roads to support the movement of goods and services in the City; Constructing and supporting Port Alberta and North South Trade Corridor</b>   <i>Alignment: The Way Ahead, Council Initiatives</i>				
1.1 % projects delivered within budget	Efficiency	90% (±10%)	90% (±10%)	90% (±10%)
1.2 % projects delivered on-time	Efficiency	90% (±10%)	90% (±10%)	90% (±10%)
<b>2. Neighbourhood renewal supports revitalization our neighbourhoods to creating an attractive city ; Citizens are satisfied with project</b>   <i>Alignment: The Way Ahead, Council Initiatives</i>				
2.1 % of citizens satisfied with delivery of project	Indicator	>80%	>80%	>80%

<b>3. Operations support the environmental sustainability of the City</b>   <i>Alignment: The Way Ahead</i>				
3.1 Maintain environmental management system certification	Effectiveness	Maintain	Maintain	Maintain
<b>4. Monthly project status updates are provided to leaders reporting cost, quality and schedule</b>   <i>Alignment: CLT Focus Areas</i>				
4.1 Monthly reporting	Output	Monthly	Monthly	Monthly
<b>5. Leaders complete LEI Project Managers complete Project Management Certification</b>   <i>Alignment: CLT Focus Areas</i>				
5.1 % leaders completed LEI	Effectiveness	90%	90%	90%
5.2 % Project Managers are Project Management Certification	Effectiveness	90%	90%	90%
<b>6. Employees are provided with on-time and accurate information about City of Edmonton business</b>   <i>Alignment: CLT Focus Areas</i>				
6.1 % employ	Indicator	Monthly	Monthly	Monthly
<b>7. Employees will understand how their work contributes to the vision, goals and outcomes of the City of Edmonton</b>   <i>Alignment: Culture Action Plan</i>				
7.1 % of employees reported not seeing a clear link between their work and the visions of the City of Edmonton	Indicator	85%	85%	85%
<b>8. Employees will feel they receive reward and recognition for their work</b>   <i>Alignment: Culture Action Plan</i>				
8.1 % staff increase feeling support and recognized for work	Indicator	85%	85%	85%
<b>9. Communication between sections within Roads Design and Construction is open and informative, contributing to building a strong team</b>   <i>Alignment: Culture Action Plan</i>				
9.1 Employee will be aware of other employees and the project they are working on	Indicator	80%	80%	80%
<b>10. Training and career opportunities will be available for RDC staff</b>   <i>Alignment: Culture Action Plan</i>				
10.1 Employees will be provided with opportunities to explore and participate in work that will expand their skillsets	Indicator	80%	80%	80%

## Transportation Operations

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Winter Accessibility</b>   <i>Alignment: The Way Ahead</i>				
1.1 Transit Facilities maintained in accordance with performance Targets in City Snow and Ice Control Policy C409H	Efficiency	100%	100%	100%
<b>2. Active Modes Accessibility</b>   <i>Alignment: The Way Ahead</i>				
2.1 Bicycle facilities maintained in accordance with performance Targets in City Snow and Ice Control Policy C409H	Efficiency	100%	100%	100%

<b>3. Winter Reliability; Transit Corridor Capacity</b>   <i>Alignment: The Way Ahead</i>				
3.1 Arterial Roads and Collector Bus Routes maintained in accordance with performance Targets in City Snow and Ice Control Policy C409H	Efficiency	100%	100%	100%
<b>4. Signal Management</b>   <i>Alignment: The Way Ahead</i>				
4.1 Inner Ring Road Travel times maintained at x km/r or better	Efficiency	100%	100%	100%
<b>5. Maintenance of Accessibility during Construction</b>   <i>Alignment: The Way Ahead</i>				
5.1 Minimize disruptions to traffic associated with road closures from on and off-street construction	Effectiveness	100%	100%	100%
<b>6. Minimize Traffic Disruptions on Inner Ring Road through Collision Reduction; Network Quality Bridges</b>   <i>Alignment: The Way Ahead, Council Initiatives</i>				
6.1 Collision Reduction meets targets identified in City Council approved Road Safety Strategy	Effectiveness	TBD	TBD	TBD
<b>7. Network Quality Arterials</b>   <i>Alignment: The Way Ahead</i>				
7.1 % of arterial roads in C or better Condition	Effectiveness	90%	90%	90%
<b>8. Network Quality Neighbourhoods</b>   <i>Alignment: The Way Ahead</i>				
8.1 % of neighbourhoods in C or better condition	Effectiveness	75%	75%	75%
<b>9. Minimize processing time for automated enforcement violations</b>   <i>Alignment: Council Initiatives</i>				
9.1 Automated enforcement violations processed within 6 business days	Efficiency	100%	100%	100%
<b>10. Entire Street Light System is Converted to LED Technology</b>   <i>Alignment: CLT Focus Areas, Branch Initiatives</i>				
10.1 Energy Consumption from street light usage is reduced by 40%		-	-	-
10.2 Greenhouse Gas Generation is reduced in accordance with the Way we Green and the City's Greenhouse Gas Management Plan		-	-	-

## Transportation Planning

Branch Outcome Measures	Measure Type	2016 Target	2017 Target	2018 Target
<b>1. Develop and design a transit system that is integrated with land use and other modes of transportation; The Policy Implementation and Evaluation Section provides policy tools that support the planning and design of infrastructure that supports active transportation, transit, goods movement and land use integration throughout the city. The Section also maintains and develops the tools to support evidence based decision making through data collection and modelling efforts.</b>   <i>Alignment: The Way Ahead, Branch Initiatives</i>				
1.1 Completion of Major Strategies	Efficiency	50%	75%	100%
1.2 Completion of Major Strategies on time and on budget	Efficiency	80%	80%	80%
1.3 Transit ridership per capita	Effectiveness	103	104	105

- 2. Implement infrastructure and programs to create a safe and integrated system that promotes walking and cycling; Citizens use more public transit and active modes of transportation; Major City transformative initiatives are planned, designed such that they are well integrated with transportation infrastructure; The Policy Implementation and Evaluation Section provides policy tools that support the planning and design of infrastructure that supports active transportation, transit, goods movement and land use integration throughout the city. The Section also maintains and develops the tools to support evidence based decision making through data collection and modelling efforts. | Alignment: The Way Ahead, Council Initiatives, CLT Focus Areas, Branch Initiatives**

2.1 Journey to Work Mode (sum of % survey respondents who select “auto passenger,” “transit,” “walk,” “cycle,” or “other” as commute to work mode)	Effectiveness	N/A	N/A	25.9%
2.2 I need to reduce my driving	Indicator	35%	35%	40%

- 3. Develop a transportation net-work that supports the efficient and effective movement of goods and services; The Policy Implementation and Evaluation Section provides policy tools that support the planning and design of infrastructure that supports active transportation, transit, goods movement and land use integration throughout the city. The Section also maintains and develops the tools to support evidence based decision making through data collection and modelling efforts. | Alignment: The Way Ahead, Branch Initiatives**

3.1 Business satisfaction: Goods and services transportation	Effectiveness			53%
3.2 Travel time and reliability for goods and services movement	Effectiveness	-	-	50% of the time it will take less than 11 minutes to make a 10 km trip. 85% of the time it will take less than 14 minutes to make a 10 km trip

- 4. Investment in high quality urban spaces, streets and the redevelopment of existing neighbourhoods continually improves Edmonton. Integrated and Land use enables areas of increased density and employment and leverages the city’s return on investment while meeting the needs of citizens | Alignment: The Way Ahead**

4.1 % of Citizen Perception Survey respondents who are satisfied or very satisfied that Edmonton is a well designed attractive city	Effectiveness	-	-	55%
---	---------------	---	---	-----

- 5. The City optimizes public infrastructure ranging from sidewalks, shared use paths and LRT. Infrastructure is designed, operated and maintained so it is accessible to all Edmontonians regardless of physical, geo-graphic, demographic or socioeconomic barriers | Alignment: The Way Ahead**

5.1 Population/ total infrastructure	Efficiency	-	-	Increase over previous year
--------------------------------------	------------	---	---	-----------------------------

- 6. Edmontonians use public transit and active modes of transportation; The Sustainable Transportation Section plans and designs infrastructure that supports active transportation and land use integration throughout the city, and ensures that the transportation requirements that support land development in the central core are met; Sustainable Transportation also oversees the Urban Traffic Noise Policy and Community Traffic Management programs, to minimize the negative impacts of the transportation system on Edmonton’s residential neighbourhoods | Alignment: The Way Ahead, Branch Initiatives**

6.1 Km of “missing” sidewalk links constructed	Output	2 km	2 km	2 km
--	--------	------	------	------

6.2 Km of Major Bike Routes constructed	Output	-	6.5 km	-
6.3 Public awareness of pedestrian and bicycle safety messages	Indicator	35%	35%	35%
6.4 Public support for the construction of Major Bike Routes	Indicator	60%	60%	60%
<b>7. Effective engagement processes improve the quality of projects undertaken by the department   Alignment: Council Initiatives</b>				
7.1 Transportation project managers agree that public input has improved the quality of projects	Indicator	70%	75%	80%
7.2 Citizens who have participated in a transportation public engagement process over the last 12 months feel their input helped influence decisions	Indicator	55%	55%	60%
7.3 Citizen satisfaction with the quality of Public Engagement associated with projects	Indicator	75%	80%	85%
<b>8. Citizens are provided with safe transportation infrastructure for all modes   Alignment: Council Initiatives</b>				
8.1 Rate of Vehicle Collisions at intersections per 1,000 Population	Effectiveness	-	-	13.5
8.2 Rate of Transportation-Related Injuries per 1,000 Population	Effectiveness	-	-	6.6
<b>9. Citizens are aware of their responsibility, as a driver and/or active mode user, to increase safety for vulnerable road users   Alignment: Council Initiatives</b>				
9.1 Public awareness of pedestrian and bicycle safety campaigns	Indicator	35%	35%	40%
<b>10. Branch activities support the development of infrastructure that add to the economic well being of the Heartland and the City   Alignment: Council Initiatives</b>				
10.1 Projects are completed on-time	Effectiveness	90%	90%	90%
<b>11. Branch activities and initiatives are aligned with the Corporate Vision and Goals   Alignment: CLT Focus Areas</b>				
11.1 Annual Scorecard Provided	Indicator	Complete	Complete	Complete
<b>12. The importance of urban infrastructure is recognized and funded by the province   Alignment: CLT Focus Areas</b>				
12.1 Update to the MGA and adoption of a Big City Charter	Output	Complete	Complete	Complete
<b>13. The Policy Implementation and Evaluation Section provides policy tools that support the planning and design of infrastructure that supports active transportation, transit, goods movement and land use integration throughout the city. The Section also maintains and develops the tools to support evidence based decision making through data collection and modelling efforts   Alignment: Branch Initiatives</b>				
13.1 Accuracy of model with screen-line counts	Indicator	85%	85%	90%
13.2 Accuracy of model with LRT count	Indicator	90%	90%	95%
13.3 Accuracy of model with bus ridership	Indicator	80%	80%	90%
13.4 Accuracy of model for journey to work mode split	Indicator	80%	80%	90%
13.5 # of clients	Indicator	15	15	15
<b>14. The Sustainable Transportation Section plans and designs infrastructure that supports active transportation and land use integration throughout the city, and ensures that the transportation requirements that support land development in the central core are met; Sustainable Transportation also oversees the Urban Traffic Noise Policy and Community Traffic Management programs, to minimize the negative impacts of the transportation system on Edmonton's residential neighbourhoods   Alignment: Branch Initiatives</b>				
14.1 Communities requiring traffic management are addressed in order of priority	Indicator	100% (pending)	100% (pending)	100% (pending)



		Council direction)	Council direction)	Council direction)
14.2 Number of locations exceeding 65 dBA threshold in accordance with UTNP	Indicator	<5%	<5%	<5%
14.3 Responses to Land Use and Development Applications are provided within 4 weeks	Efficiency	65%	70%	75%
<b>15. The Development Planning and Engineering team plans, designs and inspects construction of transportation infrastructure that supports public transit and active modes of transportation and efficient goods movement</b>   <i>Alignment: Branch Initiatives</i>				
15.1 Review of first submission engineering drawings provided within 4 weeks	Efficiency	65%	70%	75%
<b>16. The Public Engagement team provides effective client-based support to support mode-shift goals and enables effective public engagement</b>   <i>Alignment: Branch Initiatives</i>				
16.1 Client satisfaction with the quality of the service provided by the group	Efficiency	75%	80%	80%
<b>17. Foster a workplace and environment where staff can contribute to their full potential</b>   <i>Alignment: Branch Initiatives</i>				
17.1 Concept plans are completed within established timelines	Efficiency	80%	80%	80%
17.2 Public satisfaction with the quality of the consultation for Concept plans	Indicator	75%	80%	80%
17.3 Capital budget monitoring and planning are completed within established timelines	Efficiency	90%	90%	90%
17.4 % of staff who indicate they have the materials and equipment needed to do their job	Indicator	65%	-	70%

**Accrual Basis-** A method of accounting in which Revenue is recognized in the period realized and expenses are recognized when incurred.

**Amortization-** An expense calculated and recorded for all Tangible Capital Assets annually to account for the decreasing value of the asset over time.

**Annualization-** Represents the financial impact of implementing an approved service package over the full fiscal year.

**Appropriate-** To approve funds for specific purpose or project.

**Assessment-** The valuation of a property for property taxation purposes. Property Taxes are calculated by multiplying the property assessment by the tax rate expressed in terms of mills (thousands). The MGA directs municipalities to prepare assessments every year.

**Assessment Base-** Total value of all assessed properties in the City.

**Assessment Classes-** All assessed properties within the City of Edmonton are divided into:

Residential Property

- Single Family
- Other Residential

Non-residential Property

- Farmland
- Machinery and Equipment

**Agencies, Boards & Commissions-** Autonomous organizations with separate boards/commissions, but related to the City through operating agreements, which usually include financial obligations.

**Bond Rating-** The rating given by external rating agencies as an assessment of the City's creditworthiness.

**Branch-** A distinct operating unit within the City, subset of a department.

**Branch Manager-** Head of a Branch within a Department.

**Budget-** A financial plan and a service delivery guide for a given period of time

**Budget Adjustment-** Amendment to the approved operating and capital budgets. To be made in accordance to the budget adjustment process, as outlined in Bylaw 12005, Delegation of Authority.

**Budget Guidelines-** Overall parameters set by City Council that must be followed in budget preparation.

**Business Plan-** is a comprehensive outline of the way in which a department or branch will use its resources to achieve the goals outlined in the organization's strategic plan and fulfill its mandate with relation to any core services over a multi-year planning horizon. It describes the business areas in each department / branch, the department / branch's initiatives, goals and tactics to achieve each goal as well as related measures and targets.

**Bylaws-** Legislation enacted by City Council under the provisions of the Municipal Government Act.

**Cash Basis-** Accounting method that recognizes revenues and expenses at the time physical cash is actually received or paid out.

**Capital Asset-** A City-owned asset used in operations with an initial useful life exceeding one year.

**Capital Budget-** Provides the statutory approval to expend funds in the undertaking of specified capital improvements or developments and to appropriate the required financing. Approval is granted on a three-year basis for projects beginning the first year of the planned period. The budget is adjusted annually as projects advance and funding sources are confirmed.

**Capital Expenditure-** Cost associated with purchasing, building and significantly improving or maintaining capital assets.

**Capital Financing-** An interim source of funds to pay for the capital project work, i.e. short-term or long-term borrowing (debt). When Capital Financing is identified as the source of payment for the project, the profile must include the Capital Funding source that will make the payments on the Financing.

**Capital Funding-** The ultimate source of funds to pay for the capital project work that is completed. This source may be through funds recognized in the operating budget like reserves, PAYG, tax-levy or grants from other orders of government; or be funding source direct to fund the project. Capital Funds are also identified to make the payments on Capital Financing.

**Capital Investment Agenda-** A 10 Year Capital Long Range Financial Plan.

**Capital Priorities Plan (CPP)-** Represents the City's five year plan for capital investment in existing infrastructure and new growth.

**Capital Profile-** a composition of related capital projects that deliver on a proposed initiative. The Capital profile is the level that a proposed capital initiative with all the projects contained within is approved by City Council. A Capital profile is identified by a unique profile number. A Capital Profile report is prepared for each recommended profile with the required fields that identify the proposed initiative and serves as the approved profile documentation when approved.

**Capital Project-** Expenditures relating to the acquisition, construction, upgrade or rehabilitation of a City asset that is prioritized through the Capital Priorities Plan process.

**Census-** An official enumeration of a population—municipal census is held every three years and the national census is every five years.

**Census Metropolitan Area (C.M.A.)-** The threshold as defined by Statistics Canada where census data is being gathered for an agglomeration that has an urban core of 100,000 people.

**City (The)-** Refers to the City of Edmonton

**City Council-** A group of elected representatives with powers given by the Provincial Government to provide good government to a community under the Municipal Government Act (MGA). See Municipal Government Act section.

**City Manager-** An individual appointed by City Council to serve as the Chief Administrative Officer of the municipality.

**Civic Programs-** Refers to services provided by City Departments. Excludes Corporate Programs, Neighbourhood Renewal and Boards & Commissions.

**Committed-** Committed fund balances and reserves designates funding that has been earmarked or set-aside for a specific project or operating program.

**Committees-** A group of individuals delegated to perform a specific function or functions.

**Community Revitalization Levy (CRL)-** A community revitalization levy bylaw authorizes the council to impose a levy in respect of the incremental assessed value of property in a community revitalization levy area to raise revenue to be used toward the payment of infrastructure and other costs associated with the redevelopment of property in the community revitalization levy area.

**Consumer Price Index (CPI)-** Reflects the impact of inflation on the purchasing power for goods and services.

**Contributed Assets-** Assets that have been transferred or donated to the City by another entity. These assets provide a future economic benefit controlled by the City.

**Core Infrastructure-** Municipal roads, bridges, public transit vehicles & facilities, water and wastewater systems & facilities, emergency service vehicles & facilities, and infrastructure management systems.

**Corporate Expenditures-** Expenditures which cannot be directly associated with a specific program/department and therefore are budgeted under the Corporate Program.

**Corporate Leadership Team (CLT)-** Refers to the working team consisting of the City Manager and the Department General Managers.

**Corporate Programs-** Contain revenues and expenditures of a nature which are not tied to a specific service delivery program but do accrue to the entire Corporation.

**Corporate Revenues-** Revenues which cannot be directly associated with a specific program/department and therefore are budgeted under the Corporate Program.

**Cost Impacts-** Cost increases due to inflation, personnel contract settlements, annualization, and historical performance. Represent re-costing of current year's budget in terms of next year's dollars.

**Credit Rating-** See Bond Rating.

**Debenture-** Debt backed by the City's credit and not any other collateral. Consists of a sale of a municipal bond to the Alberta Capital Financing Authority.

**Debt-** An obligation resulting from the borrowing of money. The City of Edmonton categorizes Debt as follows:

- **Tax-supported debt** is debt issued to fund capital expenditures, the retirement of which is paid for using tax levy revenues.
- **Self-liquidating debt** is debt issued generally for municipal enterprise operations that is repaid through the fees generated from the operations.

**Debt Service Limit-** The Provincially-legislated borrowing limit by which a municipality may incur. The debt service limit is calculated at 0.35 times of the revenue net of capital government transfers. Incurring debt beyond these limits requires approval by the Minister of Municipal Affairs.

**Debt Servicing-** Interest and Principal payments related to debentures.

**Deliberations-** Annual process for Council to discuss and consider alternatives before making budget decisions.

**Demographics-** Various statistics used to characterize human populations.

**Department-** City administration is divided into departments, each responsible for a particular aspect of public service and headed by a General Manager. The City has 5 Departments — Community Services, Corporate Services, Financial Services & Utilities, Sustainable Development and Transportation Services.

**Directional Plan-** An organization level plan that identifies the strategies by which the City will achieve a specific 10-year Strategic Goal from the City's Strategic Plan, The Way Ahead. Also known as "Ways Plans",

e.g. The Way We Grow .

**The Ed Tel Endowment Fund-** The Ed Tel Endowment Fund was established to manage the proceeds from the sale of the municipal telephone utility in 1995. Earnings from the Fund are applied to support municipal operations. The Fund is governed by City Bylaw #11713.

**Education Property Tax-** Taxes that fund education in Alberta pooled from all municipalities. Each year the province calculates the amount that every Alberta municipality must contribute towards the public education system. The City then applies its local education tax rate to the assessed value of each property to determine the amount of education taxes each property owner is required to pay for the year.

**Effectiveness-** measures whether the Branch is doing the right things in order to achieve its desired outcomes.

**Efficiency-** measures whether the Branch is doing things well in order to achieve its desired results. Efficiency looks at how well resources are being used to deliver a service or produce a product.

**EPCOR-** Edmonton Power Corporation, a wholly owned subsidiary of the City of Edmonton.

**Expenditures-** Costs associated with the provision of municipal services.

**Franchise Fees-** Fees in lieu of taxes or compensation for exclusive rights, based on an agreement with the holder of a special franchise. e.g. ATCO Gas.

**Fund Balance-** Measures the net financial resources available to finance expenditures of future periods.

**Full-Time Equivalents (FTEs)-** The hours and associated costs one full-time employee would work in a year, or a combination of positions that provide the same number of hours.

**General Manager-** Head of a City Department.

**Grants-** Funding provided by a senior order of government to the City. The City provides grants to the community as well.

**Implementation Plan-** Implementation Plans are tactical plans that outline corporate and departmental actions to be undertaken over the City's 10-year strategic planning horizon. Implementation Plans also identify capital and operating funding needs and resource impacts.

**Indicator-** The state or condition of something, generally at a community level, for which an organization has limited influence. Indicators are not considered performance measures as the organization has little ability to move the indicator.

**Inflation-** See Consume Price Index or Municipal Price Index.

**Infrastructure-** Facilities on which the continuance and growth of a community depends (e.g. roads, sewers, public buildings, parks, storm sewers, etc.).

**Infrastructure Gap-** A term used to described the funding shortfall between capital investment requirements and funding availability.

**Intra-Municipal Services-** Internal support to Departments to implement services and programs for citizens.

**Local Improvements-** The construction or replacement of roads, sidewalks, lanes and underground services for which a portion is paid by the abutting property owner.

**Long Range Financial Plan-** A financial document for the City, setting out financial strategies and goals, as well as projecting capital and operating requirements over the next 10 years.

**Market Value Assessment-** Provincial government legislation requires that properties must be assessed on an annual basis to reflect current market conditions. Starting in 1999, all properties were assessed at market or on the basis of provincial regulations and were taxed on this value by the City of Edmonton.

**Modified Accrual Basis-** A hybrid of cash and accrual methods of Accounting in which Revenues are recognized when earned, measurable and available. Expenditures are recognized when liability is incurred, except for certain liabilities such as debt services (when due), and compensated absences to the extent they affect current outflow.

**Municipal Enterprises-** Refers to activities that do not intend to use tax dollars for operation. They are financially self-funded operations established to provide management and control of major activities of the City. Land Enterprise is a Municipal Enterprise.

**Municipal Government Act (MGA)-** Provincial legislation setting out the powers and responsibilities of Alberta municipalities.

**Municipal Price Index (MPI)-** A measure of the average increase in the price of goods and services that the city would purchase over the year.

**Neighbourhood Renewal program-** A part of the Building Great Neighbourhoods initiative which outlines a cost effective, long-term plan to address the needs of Edmonton's neighbourhoods. The program involves the renewal and rebuilding of roads, sidewalks and streetlights in existing neighbourhoods and collector roadways balancing the rebuild need in some neighbourhoods with a preventative maintenance approach in others.

**Net Operating Requirement-** Revenues and recoveries less expenditures is the net budget required for the year.

**Non-Residential Construction Price Index-** Measures the cost of construction materials and labour used for industrial, and institutional development.

**One-time Items-** Expenditures associated with a limited term (typically one operating period) that will not become an ongoing part of the base budget in future years.

**Operating Budget-** Planned revenues and expenditures that are consumed in the delivery of services during an annual operating cycle (January through December).



**Operating Impact of Capital-** As a result of completion of a capital project approved through the Capital Budget any ongoing or one-time operating costs need to be identified for Operating Budget inclusion. These may be additional costs or cost savings like staffing, maintenance or facility operating costs. These Impacts are first identified in the Capital Profile prior to approval to provide full cost disclosure and then are requested through the Operating Budget process when required .

**Outcome-** How success is defined on the way to achieving a goal; or specific changes in individuals or individuals or conditions as a result of the product or service provided.

**Output-** Goods or services created by inputs. E.g. number of citizens served, kilometres of roads cleared.

**Pay-As-You-Go (PAYG)-** A source of funding for capital projects through contributions transferred from the current operating budget.

**Payment-in-Lieu of Taxes-** Payments equivalent to municipal property taxes, made by the federal and provincial governments for Crown-owned properties.

**Performance Measures-** Measures of progress toward a desired result. To be a measure of performance the organization must have the ability to directly influence the desired result. There are two general categories of performance measures:

- Effectiveness
- Efficiency

**Policies-** Council statements that set discretionary duties or standards of performance for the City.

**Program-** A stand alone activity or entity at the level below the branch.

**Project-** A single project is a non-routine capital work with a “singular” identity. The location, time and design of a single project are clearly identifiable. A composite project is the grouping of routine capital improvements.

**Property Tax-** Revenue generated through the collection of taxes levied on real property assessment. Authorized by the Municipal Government Act.

**Reserves-** Represent amounts appropriated for designated requirements as established by Council. Part of best practices management used for fund accumulation to replace capital assets and to provide financial flexibility in times of budget shortfall.

**Priority Based Budgeting-** A strategic management tool in which priorities are identified, services ranked based on their alignment to the priorities and resources are allocated accordingly.

**Retained Earnings-** Equity accounts that represent the accumulated surpluses from operations, that are not for general distribution, but rather are used to fund capital projects, leverage debt, or are reinvested in service delivery.

**Revenue-** Funds the City receives and records as income. Major revenue sources are: property tax, user fees, fines, permits, grants from other orders of government, dividends, franchise fees, Ed Tel Endowment fund, and investment earnings.

**Self-liquidating Debentures.** Debt issued by municipal utilities or enterprise operations that is repaid through the rates or fees generated by operations.

**Service-** Delivering a benefit to community members.

**Service Package-** New or enhanced services or increases resulting from growth or impact of Capital, that require funds. The Service Packages require Council approval through the budget process.

**Shared Services-** See Intra-Municipal Services.

**Sinking Fund-** The City of Edmonton makes annual payments into the Sinking Fund as required by each debenture issue. These funds are invested by the Sinking Fund in securities as approved by existing legislation. The annual rate of return required by the issue is allocated to meet the future debt requirements. Earnings in excess of those requirements are maintained within the fund as unappropriated surplus, which may be used as approved by Council.

**Strategic Plan-** An organization level plan that sets the long-term direction for the future of the City. The City's current 10-year strategic plan, The Way Ahead, spells out the City's goals, outcomes and high level outcome measures for the period from 2009-2018 .

**Tangible Capital Asset-** Non-financial assets having physical substance that meet all of the following criteria:

- are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- have useful economic lives extending beyond an accounting period;
- were acquired for use on a continuing basis; and
- are not intended for sale in the ordinary course of business.

**Tax Rate-** Municipal property tax revenue is calculated by applying the tax rate to the projected assessment base. Additional property tax revenue is generated through an increase in the tax rate and/or growth in the assessment base.

**Tax-Supported Operations-** Civic Departments, Commissions, Boards and Authorities are funded in whole or in part through revenue from property tax, business tax, and payment-in-lieu of taxes.

**Taxation-** Process of applying a tax rate to a property's assessed value to determine the taxes payable by the owner of that property.

**The Ways-** See Directional Plan

**The Way We Finance (TWWF)-** The Way We Finance is one of six directional plans that set the course for the City to achieve its 10-year goals and the vision for the City in 2040.

**Transfers-** Refers to transfers to and from Reserves.

**Uncommitted-** Uncommitted Operating Fund balances and reserves designates funding that is not earmarked or set aside for a specific capital project or operating program initiative and is available for allocation.

**User Fees-** Payment for a service or facility provided by the City.

**Utility Operations-** Services funded solely by Council-approved rates charged directly to users, which provide a return on equity to The City.

Refers to Drainage Services (includes Sanitary Utility and Stormwater Utility) and Waste Management Services where tax dollars are not needed to support the operations. The operations of the Drainage Services Utilities are governed by Drainage Services' Utility Fiscal Policy (C304C). The operations of the Waste Management Utility are governed by the Waste Management Strategic Plan, the Waste Management Policy (C527), and the Waste Management Utility Fiscal Policy (C558).