

2011 BUDGET DISCUSSIONS



Edmonton

We heard Council's direction

Budget guidelines

- 3% for Civic Services
- 2% for Neighbourhood Renewal

Overcome a challenge

- 8.5% tax increase without significant change
- Debt servicing comprises 1.5%



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How did we achieve the target

Guided by Council goals

- Reflect our citizens' priorities
- Integrated effort to deliver core services more efficiently



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We're being strategic

- Fiscally responsible debt management and affordability maintained for residents
- 3-year planning horizon
- Long-term Council goals
- Across-the-board cuts avoided
- Building budget in strategic way

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We have a new approach

- Cross-functional service & budget review team
- Consistent approach, guided by goals
- \$50M in cost reductions + revenue opportunities
- Sustainable efficiencies and opportunities
- City-wide alignment



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We're advancing "the Ways"

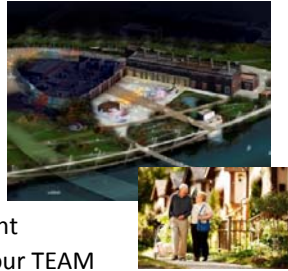
- Reallocating / refocusing funds
- Efficiencies and innovations create opportunities to invest in programs that advance goals
- Moving towards the vision



Edmonton

Transformative opportunities

- Expo 2017
- LRT expansion
- Building Great Neighbourhoods
- City Centre Lands redevelopment
- Regional advancement
- Building capacity of our TEAM through cultural change



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Creativity and Innovation



- Leading-Edge Practices
- Collaborations in Community
- Investments to advance multiple goals

2011 Budgets

- 2011 operating budgets
- 2011 Utilities budgets



Edmonton

2011 Budget highlights

- \$1.8 billion budget to deliver services
- \$9.7 million for growing City
- \$50.6 million service and budget review
- Debt charges increase by \$14 million
- "Advancing the Ways" - \$6.9 million
- City Council consideration - \$2.9 million & potentially \$5.7 million
- Achieves budget guideline – 3% plus 2%

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2011 Expenditure strategies

- Corporate-wide strategies
- Elimination of vacant positions
- Realignment between operating & capital budgets
- Organizational and operational changes

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2011 Revenue strategies

- Photo enforcement revenue
- User fees
- Current planning model
- Franchise fees

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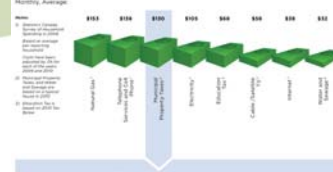
Advancing “The Ways”

| Advancing the Ways Packages | | 2011 Net | |
|--|--|-----------------|---------|
| One-time or multi-year funding required | | | |
| Art of Living - Implementation of Art & Heritage Recommendations | | \$ 200 | Move |
| EXPO 2017 | | 900 | Grow |
| The Way We Green Implementation | | 100 | Live |
| City-Wide Food & Agriculture Strategy | | 525 | Green |
| The Way We Prosper | | 300 | |
| The Quarters / Boyle Renaissance | | 300 | |
| Total One-time | | 2,325 | |
| On-going funding required | | | |
| Community Facility Services (CFS) Partnership Funding Program | | \$ 1,000 | Finance |
| REACH Edmonton | | 1,000 | Prosper |
| Animal Care and Control Community Support Programs | | - | |
| Transit-Oriented Development, Area Plans | | 1,000 | |
| The Way We Move - On-going Education Plan | | 595 | |
| Transit Services Additions | | 889 | |
| Sunday Hours of Service for Five Library Branches | | 126 | |
| Total On-going | | 4,610 | |
| Total Requirement | | \$ 6,935 | |

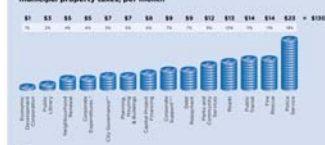


Value for taxes

Typical monthly household costs in Edmonton



Distribution of typical Edmonton household's municipal property taxes, per month



For City Council's consideration

| Service Package Name | Page | 2011 Net | FTEs |
|---|------|-----------------|-------------|
| One-Time Funding Required | | | |
| CFS Partnership Grant Program (required for three years, ends after 2013) | 44 | \$ 1,000 | - |
| Scena Post | 45 | 300 | - |
| Corporate Events - 2011 World Heavy Oil Congress and World Junior Hockey Championship | 46 | 450 | - |
| Winter Light Festival - Final Year | 47 | 275 | - |
| Facade Improvement Program | 48 | 900 | 1.0 |
| Total One-Time | | 2,925 | 1.0 |
| Ongoing Funding Required | | | |
| Responsible Hospitality Edmonton Program - Initiatives Manager & Program Support | 49 | 250 | 1.0 |
| Art Gallery of Alberta - Keeping the Doors Open Grant Funding | 50 | 325 | - |
| Community Investment Grants - Arts Operating | 51 | 500 | - |
| Community Investment Grants - Festival Operating | 52 | 200 | - |
| Edmonton Arts Council Operations | 53 | 300 | - |
| Community League Grant Program - Infrastructure Grant | 54 | 1,452 | - |
| Community League Grant Program - Operating Grant | 55 | 688 | - |
| EFCL - District and Area Council Coordinator | 56 | 55 | - |
| Edmonton Homeless Commission | 57 | 578 | 2.0 |
| Sunday Hours of Service for All Library Branches | 58 | 136 | 3.6 |
| Cautionary Research Assistants | 59 | 321 | 12.0 |
| Total Ongoing | | 4,765 | 18.6 |
| Total Funding Required | | \$ 7,690 | 19.6 |

