

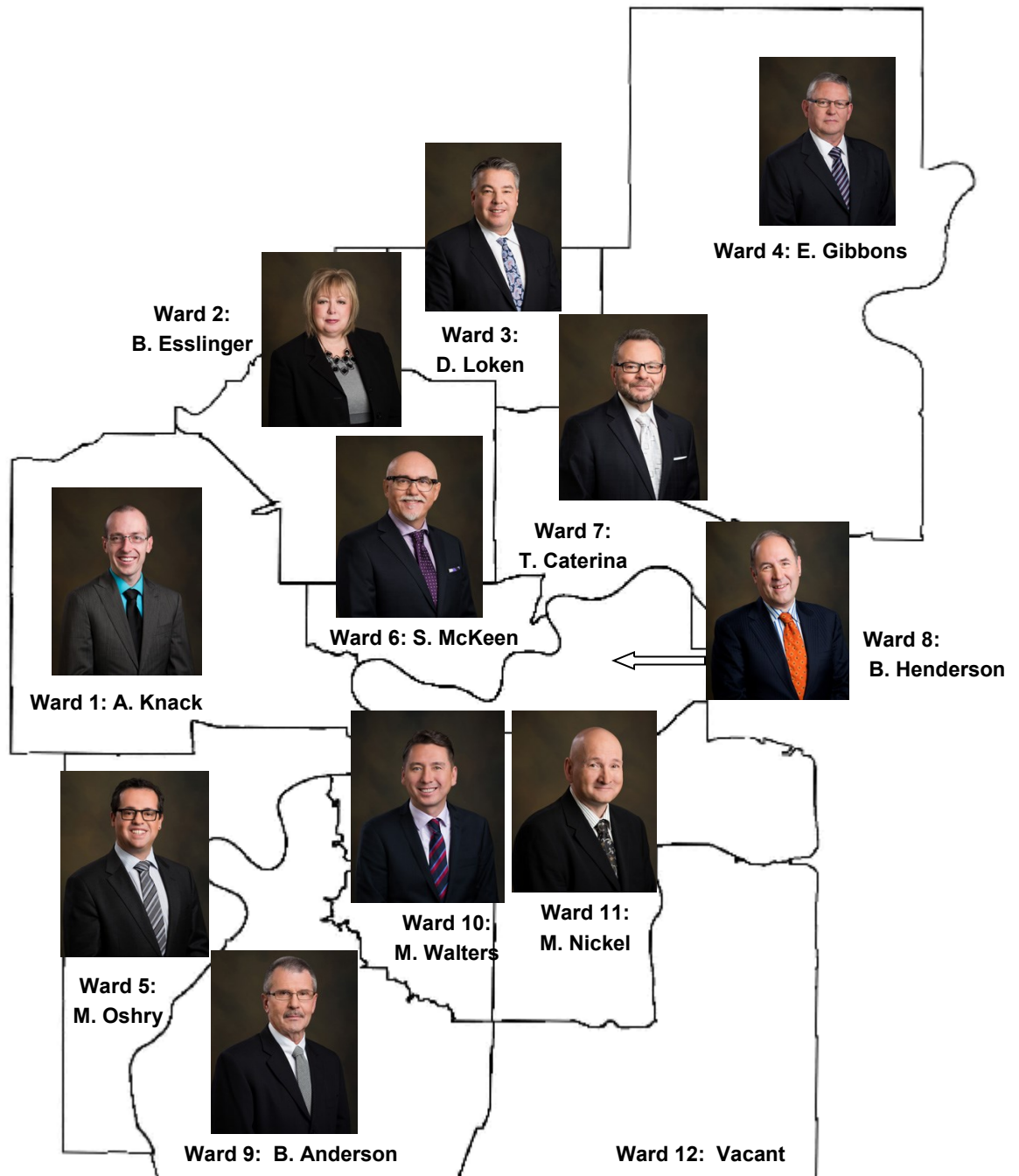
### City Council

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.

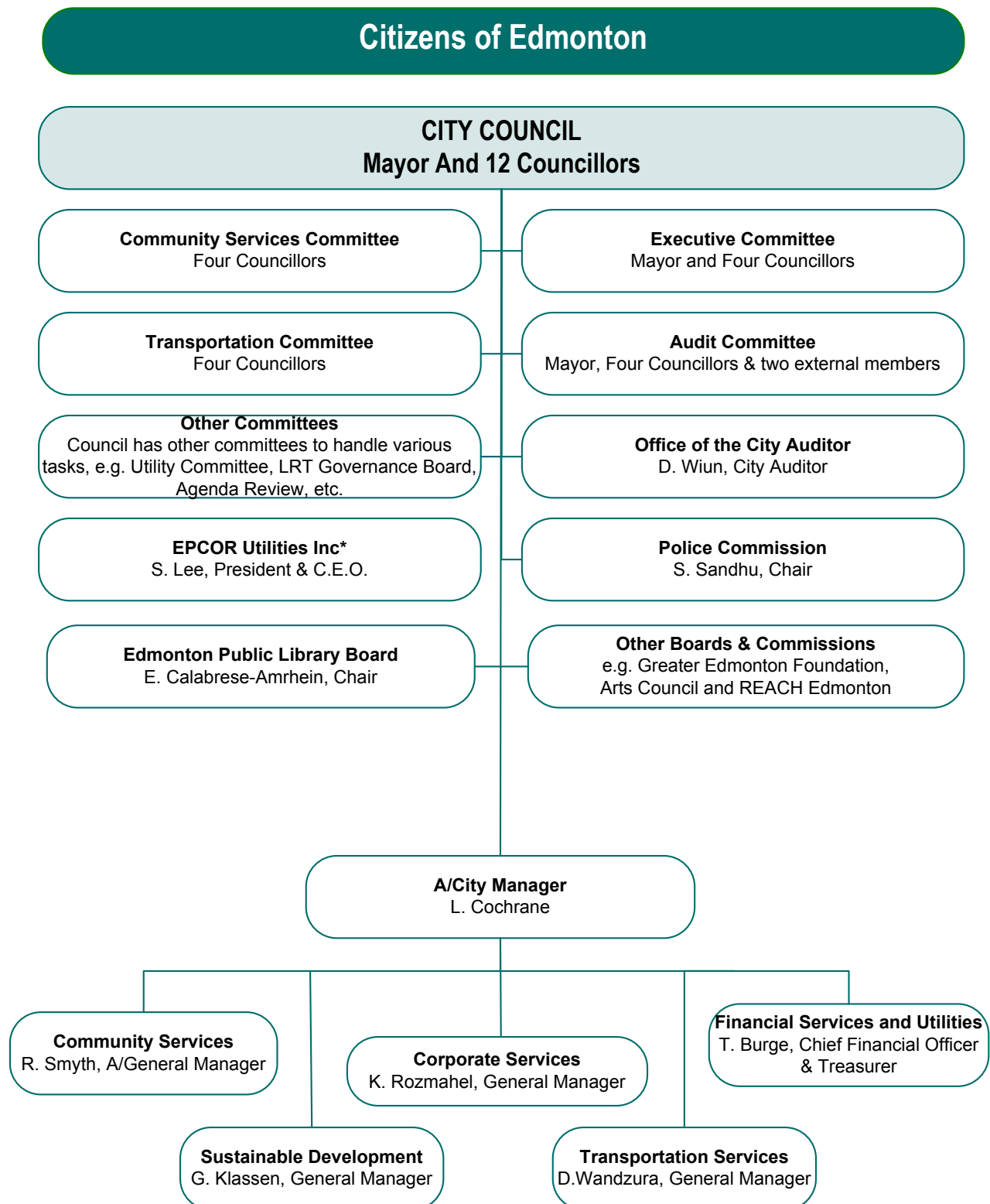
City Council meetings are held two to three times a month. City Council has a number of standing committees that meet regularly. Meetings are open to the public.



**Mayor Don Iveson**



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>			
That Administration: <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>			
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: <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>			
1. That Administration prepare a services package for Council's consideration during the 2016-2018 budget deliberations for options for enhanced wildlife management enforcement. 2. That Administration provide a report on options to enhance education and communication related to wildlife management and safety.	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.

<b>5. Road Safety Strategy</b>	<b>September 16, 2015</b>			
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
<b>6. Heritage Program - Trend Analysis and Scenarios for 2016-2018</b>	<b>October 5-7, 2015</b>			
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.

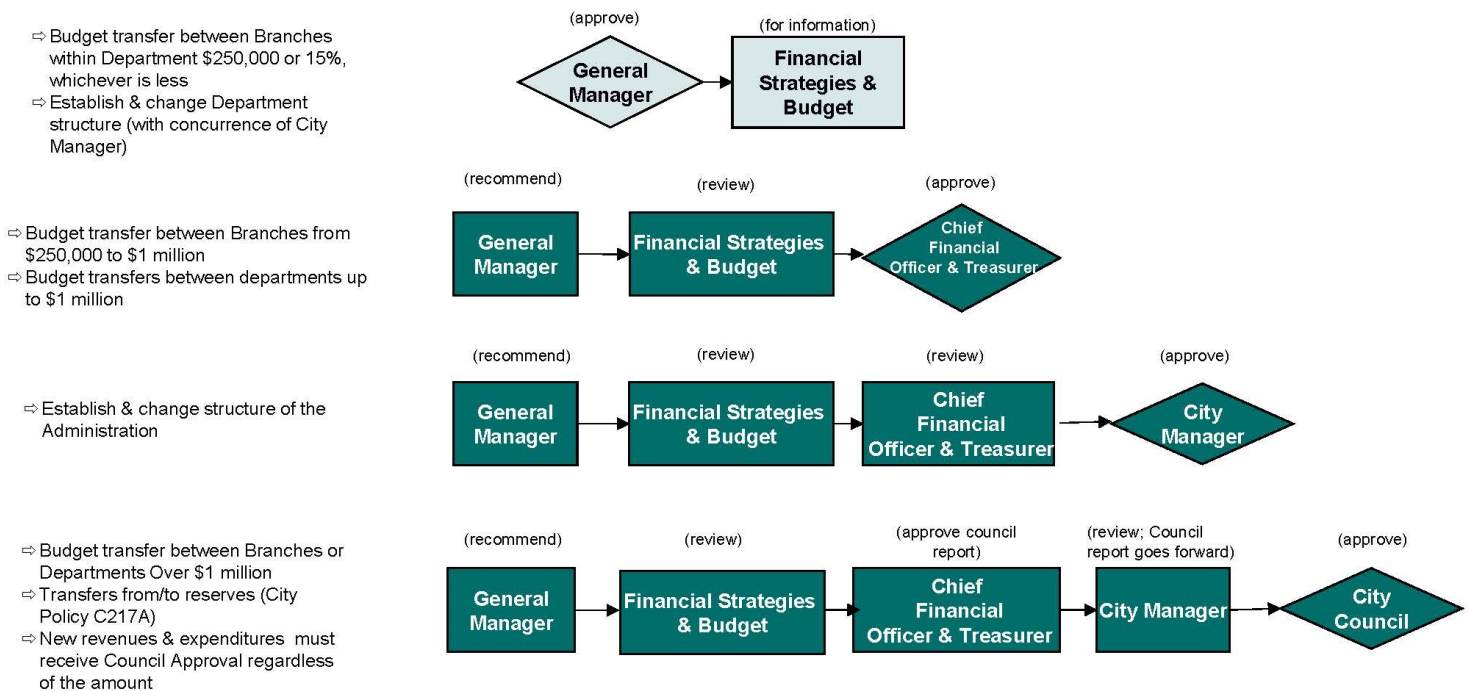
### Process for Budget Adjustments

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 Conmcept 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.

<b>Budget - Legislated Financial Reporting (Note 1)</b>		<b>2016</b>
<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 EPCOR'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:</i> CLT Focus Areas, Branch Initiatives				
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:</i> CLT Focus Areas, Branch Initiatives				
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:</i> Branch Initiatives				
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 - we are competent and exhibit a good level of knowledge in our areas - we treat their department fairly - we are courteous and make their staff feel comfortable - they are able to get what they need from us - our work is credible and uses a fact-based methodology (Effectiveness measure)	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:</i> Culture Action Plan				
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:</i> Culture Action Plan				
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:</i> Culture Action Plan				
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%
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- 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
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- 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
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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).