

Introduction

The City of Edmonton operates three public utilities: Sanitary Drainage, Stormwater Drainage, and Waste Management Services. The Utilities report to Council's Utility Committee, with the Utility Advisor providing direct advice to the Committee.

The Utilities operate under their respective Council-approved Fiscal Policies and 2012-2014 Business Plans in a manner that combines the desire to provide the best service at the lowest cost (public utility) with approaches to encourage innovation and use of a cost structure that sends the proper price signal to the customers (private utility).

The Approved Budgets for the Utilities reflect the strategic directions and initiatives identified in their 2012-2014 Business Plans presented to the Utility Committee on June 16, 2011. These include:

Drainage Services:

1. Maintain efficient and effective service
2. Build and renew drainage infrastructure
3. Improve environmental protection and maintain public health and safety
4. Support economic growth and development
5. Improve coordination and collaboration
6. Nurture innovation and creativity

Waste Management Services:

1. Deliver efficient collection services focused on environmental protection
2. Process waste to recover resources and minimize landfilling
3. Provide responsive services that meet the changing needs of our customers
4. Maintain our leadership status by focusing on innovation and attracting green businesses
5. Engage the citizens of Edmonton to facilitate their full participation in waste reduction, reuse and recycling

The approved 2012 Budgets are intended to improve the results of the various financial indicators defined under each Utility's Fiscal Policy.

All three Utilities underwent Cost of Service studies in 2011. The approved 2012 Budget has been prepared based on the existing rate structures with small shifts across customer classes. Further changes relating to the studies and their recommendations will be proposed to the Utility Committee for consideration in the 2013 Budget.

Utilities

Public Utilities		
Sanitary Drainage Utility	Stormwater Drainage Utility	Waste Management Utility
Planning Development Services Operations Program Support	Planning Development Services Operations Program Support	Collection Services Processing and Disposal Services

STRATEGIC ROADMAP

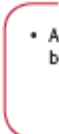
10-YEAR GOAL

CORPORATE OUTCOMES

DEPARTMENT OUTCOMES



- Edmonton has sustainable infrastructure that fosters and supports civic and community needs



- Assets are managed to optimize benefits over their life cycle



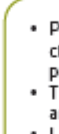
- Safe and clean city



- Public health is maintained



- Partnerships with citizens, communities and organizations are leveraged to improve Edmonton's environmental health
- The impact of City operations on air, land and water systems is minimized
- Edmonton strives to be a leader in environmental advocacy, stewardship, preservation, and conservation



- Programs are supported by citizen participation and research partnerships
- The impact of operations on air, land and water systems is minimized
- Leadership is demonstrated in reducing impacts on the environment







- The City has well managed and sustainable assets and services



- Operations are well managed and sustainable

DEPARTMENT SCORECARD

10-YEAR GOAL	DEPARTMENT MEASURES	STATUS	TREND	3-YEAR TARGET	2010 ACTUAL	2011 FORECAST
 TRANSFORM EDMONTON'S URBAN FORM	Actual expenditures as a percentage of the approved capital budget (non-contributed) for drainage services		▼	TBD	81%	85%
	Length of sewer renewed (per year)		▼	TBD	53	67
 IMPROVE EDMONTON'S LIVABILITY	Number of wastewater main line blockages (per 100 km of sewers)		▼	TBD	2.14	2.60
	% of neighbourhoods completed as part of the flood prevention program (cumulative total)		▲	TBD	39%	39%
	Number of missed collection stops per 10,000		■	TBD	4	4
 PRESERVE & SUSTAIN EDMONTON'S ENVIRONMENT	% of homeowners recycling		■	TBD	89%	90%
	Number of users of Eco Stations and Big Bin events		▲	TBD	220,000	231,000
	% of generated biosolids disposed of		▼	TBD	85%	87%
	Edmonton watershed contamination reduction Index	■	▼	7.6	7.3	7.6
	Number of new developments utilizing drainage low impact development principles (per year)		▲	TBD	1	4
	Proportion of residential waste diverted from landfill	■	▲	70%	44%	60%
	Proportion of non-residential waste diverted from landfill			TBD	47,000	54,000
 ENSURE EDMONTON'S FINANCIAL SUSTAINABILITY	Cost per tonne for curbside collection of refuse and recyclables		■	TBD	\$111	\$116
	Cost per tonne of material processed at Edmonton Waste Management Centre		▲	TBD	\$74	\$65

LEGEND

STATUS DESCRIPTION

- Measure is meeting or exceeding established target
- Measure is moderately off of established target
- Measure is not meeting established target

TBD - In development | n/a - Currently not available

TREND DESCRIPTION

- ▲ Measure is trending favourably up over last reporting period
- ▲ Measure is trending unfavourably up over last reporting period
- Measure has not changed over last reporting period
- ▼ Measure is trending unfavourably down over last reporting period
- ▼ Measure is trending favourably down over last reporting period

Utilities

Summary and Highlights of 2012 Budget

With Council's adoption of the Utility Fiscal Policies (C304C and C558), a set of key Financial Indicators and targets have been approved for the Utilities. In addition to including resources that strive to achieve the Strategic Directions set out in the respective Business Plans, the Approved 2012 Budgets are making strides to improve the Utility Financial Indicators.

The challenges for each of the three Utilities are different. The primary challenge affecting Sanitary Drainage is the need to generate sufficient revenues to improve its available Cash Balance in order to support the capital investments planned for the utility. There is limited flexibility in reducing the proposed Return on Rate Base for Sanitary Drainage because even a 1% reduction in the Return would result in the Utility being unable to pay for its planned Capital Investments by as early as 2014.

With the recent investments in the Flood Prevention Program, the Drainage Neighbourhood Renewal Program, and the elimination of access to previously available grant funding, the Stormwater Drainage Debt to Net Assets Ratio has been increasing steadily. The proposed rate increase will stop this trend however the Stormwater Drainage Debt to Net Assets Ratio is not expected to decrease until 2017.

The 2012 Budget represents the first year in which the Waste Management Utility is fully supported by customer rates and program revenues. However, the primary challenge for the Utility relates to the operational and capital impacts of the Clover Bar Landfill closure. Although transitioning to an integrated system that minimizes hauling to a distant landfill has been ongoing since 2009, the full operating impacts of capital investments will not be incurred until 2014.

The breakdown of the monthly impact of the Approved Budgets to the average residential customer is summarized as follows:

		Average Monthly Usage	2011		Proposed 2012		% Increase	\$ Increase
			Rate	Monthly Charge	Rate	Monthly Charge		
Sanitary Drainage	Rate Impact		\$3.59 + \$0.686/m ³		\$4.83 + \$0.923/m ³		34.5%	
	Customer Impact	2011 - 17.18 m ³ 2012 - 16.60 m ³		\$15.38		\$20.15	31.0%	\$ 4.77
Stormwater Drainage		average residential lot size (592m ²)	\$0.0214/m ² with run-off coefficient of 0.5	\$6.34	\$0.0264/m ² with run-off coefficient of 0.5	\$7.80	23.0%	\$ 1.46
Waste Management		single family	\$31.34	\$31.34	\$33.60	\$33.20	5.9%	\$ 1.86
Projected Impact to Typical Customer				\$53.06		\$61.15		\$8.09

The following captures the major reasons for the proposed rate changes.

	Sanitary Drainage	Stormwater Drainage	Waste Management
Return on Rate Base	\$2.94	\$ 2.50	\$ 1.00
Local Access Fees	0.44	n/a	n/a
Depreciation & Interest - Mature Neighbourhood	0.89	0.28	n/a
Depreciation & Interest - Other	0.10	0.14	0.27
Biosolids	0.44	n/a	n/a
D&C Revenues	0.26	n/a	n/a
Operations & Maintenance	0.15	0.17	0.59
Resulting Monthly Increase	\$ 4.77	\$ 1.46	\$ 1.86

* \$0.21 of this amount is required for continued phase in of Shared Services cost allocation.