

2011 Responses to City Council Questions on the Proposed Budget

The following report is sorted alphabetically by councillor.

2011 Budget Questions By Councillor

Program: *Planning, Policy and
Community Standards*

Asked By: *Councillor Anderson*

Question #: *11-006*

Budget Page #:

I would like the parks department and our bylaw enforcement department to:

- A) identify, in priority order, activities that would have the most effect on overgrown and noxious weed infested properties (private, developer owned, provincial and city lands)*
- B) identify 2011 operating budget amounts required to undertake these activities.*

The intent of these questions is to identify the budget adjustments necessary to improve this situation in advance of the 2011 budget discussions.

Question Answer:

Since 2005, the number of weed complaints (both officer generated and citizen complaints combined) has increased from 2,000 to almost 5,000 complaints per growing season. The number of weed inspectors employed has remained static at five (5) temporary seasonal staff and one (1) permanent Field Supervisor position.

These challenges in increased complaint volumes and static resources have been managed through procedural changes to increase operational efficiency and effectiveness and focus on prioritizing the investigation of citizen complaints over proactive and monitoring activities.

However, in 2010, precipitation during the growing season (April to October) increased by 153% over the same period in 2009. This provided ideal growing conditions and restricted opportunities for the contractor to complete remedial action in a timely fashion. In addition, a provincial ban on the sales of weed and feed products was introduced. Alternative products are available in the market; however, the weed and feed combination seemed to be a preferred product for weed control and grass growth promotion. These factors led to substantial increases in citizen complaint volumes which further restricted the ability to provide proactive weed enforcement services.

The following activities will enhance the capacity of the weed enforcement program:

- Hire four (4) additional seasonal temporary weed inspectors. This will provide adequate resources to complete proactive monthly follow up inspections of all weed infested properties dealt with each year for the remainder of that season. It will also create additional capacity to increase other proactive enforcement activities which will reduce citizen complaints.

Four (4) additional seasonal inspector positions (1.66 FTEs) \$90K

- Employ a focused education and awareness campaign that advises homeowners, business owners, developers and land owners of the change to frequency of weed enforcement actions; clarify why, how and when property owners must control noxious and prohibited weeds; include environmental messaging; all with an emphasis on responsible property ownership in Edmonton.

Media Campaign (more research, advertising, media relations, partnership, online) \$40K

- Begin use of the recently amended sections of the Weed Control Act which provide the authority

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to issue one local authority weed notice per season including directions for control for the remainder of that season. This approach will increase efficiency by reducing the number of notices that must be issued in instances of repeated violations at the same property. This would enable remedial action to be implemented without the issuance of subsequent notices and the attendant compliance timeframes. This approach would free up existing resources which could be re-deployed to proactive activities. This approach will achieve optimal effectiveness if current resources are increased to provide for regular proactive re-inspections. Some minor software re-configuration and policy and procedure re-development would be required before the start of the 2011 growing season.

Within existing budget (no additional operating budget required)

- Review the 2011 weed control contract tender to ensure that any approved changes to the weed enforcement program and subsequent increases in the need for remedial action are reflected in the equipment and staffing requirements of the contract. This tender is scheduled to be reviewed and amended over the winter months of 2010/11.

Within existing budget (no additional operating budget required)

- Review current operational policies and procedures and consult with Parks to ensure inter-departmental communications and multi-disciplinary approaches are optimized.

Within existing budget (no additional operating budget required)

In addition to the costs identified above by Planning and Development, the Parks Branch has estimated increasing the service levels on undeveloped City owned lots that receive a very minimal service level of two cuts per season. In order to maintain these types of lots to a more acceptable standard appearance and to increase control of weeds, a service level increase of three additional cutting cycles is proposed, bringing the total cycles to five. This would result in approximately one cut per month during the peak growing season of May to September.

- Each cycle of maintenance costs approximately \$154,000. These three cycles will require an increase in budget of \$462,000 for annual operating expenses.
- In addition to these ongoing operating costs, there will be a one time capital budget requirement of \$274,000 for the purchase of two Mott mowers.

N.B. These specialized mowers require at least a 6-7 month lead time for purchase prior to being available to be put into service.

Program: EPCOR

Asked By: Councillor Anderson

Question #: 11-007

Budget Page #:

As water consumption per capita drops, you are treating less water and the cost of the process should drop. Are you suggesting that the all-in costs are increasing faster than the reduction in per litre costs? Please explain.

Question Answer:

Yes, the all-in costs for wastewater treatment are increasing faster than the reduction in per litre

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treatment costs. The majority of costs are fixed and do not vary with the level of water consumed and returned back through the sanitary sewer system. These fixed costs include salary for permanent staff to operate and maintain the plant, depreciation of assets, and financing costs. It is anticipated fixed costs will continue to rise as regulatory and infrastructure improvements are required.

Approximately 80% of Gold Bar's operating costs are fixed costs and only 20% are variable. Variable costs, such as power and chemicals, are impacted somewhat by levels of water consumed and sent into the sanitary sewer. However, a certain amount of these variable costs are needed to operate the plant at a base level. Also, even if sanitary flows to the wastewater plant decline, the plant still needs to be fully operational to treat high volumes of wastewater released from combined sewers during rain and snow melt events.

When customers reduce their production of sanitary wastewater, 100% of the associated revenue is lost but less than 20% of the variable costs are reduced. Ultimately the difference between revenue and costs must be recouped in the form of increased rates.

Despite this financial impact, water conservation is still important for a community. Customers who take steps to conserve water are able to control their costs in comparison to those who don't. The other long term benefit of water conservation is it reduces the need for system expansions until they are absolutely required due to growth.

Program: *Community Facility Services*

Asked By: *Councillor Anderson*

Question #: *11-232*

Budget Page #:

Could you please estimate the revenue loss for 2011 if admittance to the Terwillegar Community Recreation Centre (TCRC) was charged at the same rate as the Multiple Facilities Access Pass?

Question Answer:

The revenue loss would be estimated at \$.5 million if Terwillegar were priced according to the Multiple Facilities Access Pass Model.

However, Terwillegar contains many features not included in all other recreation facilities. To price it similar to the others would impact the business model for facility pricing, which sets fees according to the amenities offered at each facility.

Program: *Budget Office*

Asked By: *Councillor Anderson*

Question #: *11-233*

Budget Page #:

Please indicate how the \$50M amount from the service review was arrived at. How much was spending reduction and how much was revenue increase?

Question Answer:

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The Service and Budget Review strategies included in the 2011 proposed budget result in a reduction in the Net Operating Requirement of \$50.6 million. Overall, the service and budget review resulted in \$27.1 million increase in revenue and \$23.5 million in expenditure reductions.

The table below (which can be found in the budget binder on page 13) shows the revenue and expenditure changes that make up the reduction in the net operating requirement of \$50.6 million.

2011 Service and Budget Review Summary

(\$millions)	Rev	Exp	Net
Corporate Strategies			-
Gas and EPCOR Franchise Fees	\$ 10.0	\$ -	\$ (10.0)
Photo enforcement	2.1	-	(2.1)
Parking Fine Revenue	0.5	-	(0.5)
Current Planning	3.0	3.0	-
Other Corporate Opportunities	-	(3.8)	(3.8)
	<u>15.6</u>	<u>(0.8)</u>	<u>(16.4)</u>
Department Strategies			
Service and Revenue Adjustments	7.5	(7.3)	(14.8)
Operating/Capital Transfers	3.1	(3.4)	(6.5)
Organizational & operational changes	-	(10.6)	(10.6)
	<u>10.6</u>	<u>(21.3)</u>	<u>(31.9)</u>
Police	0.9	(1.4)	(2.3)
Total Service and Budget Review	<u><u>\$ 27.1</u></u>	<u><u>\$ (23.5)</u></u>	<u><u>\$ (50.6)</u></u>

The additional information about the strategies can be found on page 14 of the budget binder.

Program: Parks

Asked By: Councillor Anderson

Question #: 11-241

Budget Page #:

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Describe what full maintenance to jump pits entails? What part of the \$182,000 saved is represented by "100% cut to jump pit maintenance."? Could you please explain what reduced field lining entails? i.e., 5 times a year to 3? Or two times to 1?

Question Answer:

Maintenance of jump pits is the restoration of jump pits and surrounding areas and involves edging, de-lipping, addition of sand as needed, removal of debris, and rototilling. Approximately \$54k of the \$182k represents the cut to jump pit maintenance.

The reduction to line marking will be a combination of reduced frequency and elimination of marking on some fields. For example, in the case of fields not booked at all or booked lightly, no marking will occur. Reduced frequency of marking will occur on highly booked and used fields at such as premier (reduced from 6 to 4 times/year) and larger full size district level fields (reduced from 3-2 times/year). Users will continue to have the opportunity to borrow equipment to provide additional marking on their own.

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Program: *Budget Office*

Asked By: *Councillor Diotte*

Question #: *11-008*

Budget Page #:

Please provide the total amount of money spent on hosting in '09, '10 and budgeted for '11. Include all boards, library and police.

Question Answer:

Hosting includes the costs of refreshments, snacks and food for:

- Meetings with partners and advisory groups when appropriate ;
- Volunteer appreciation events and refreshments for volunteers working at special events;
- Public consultation events;

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Hosting (\$000)	To End of		
	2009 <u>Actual</u>	October 2010 <u>Actual</u>	2011 <u>Budget</u>
Boards & Commissions			
Economic Development Corporation	-	-	-
Police Service	279	162	196
Public Library	-	-	-
Combative Sport Commission	-	-	3
Homeless Commission	-	1	-
Taxi Cab Commission	3	4	4
Total Boards & Commissions	282	167	203
Civic Programs			
Asset Management & Public Works			
Corporate Properties	27	26	19
Parks	66	34	26
Capital Construction	20	30	28
Community Services			
Community Facility Services	116	73	90
Fire Rescue Services	55	47	17
Neighbourhood & Community Development	225	151	137
Corporate Expenditures & Revenues	8	15	
Corporate Services	180	180	127
Civic Events	128	93	233
Finance & Treasury	38	16	15
Mayor and Councillor Offices	95	69	72
Office of the City Auditor	1	1	2
Office of the City Manager	42	47	29
Office of the Deputy City Manager	202	92	101
Planning & Development			
Assessment & Taxation	10	7	3
Current Planning	15	26	4
Housing	5	3	4
Planning, Policy & Community Standards	60	39	20
Transportation			
Public Transit	121	74	72
Transportation Systems	34	28	19
Total Civic Programs	1,448	1,051	1,018
Total Tax-supported Operations	1,730	1,218	1,221
Municipal Enterprises			
Land Enterprise	-	-	-
Fleet Services	50	45	-
Total Municipal Enterprises	50	45	-
Utility Operations			
Sanitary Drainage	14	12	-
Land Drainage	7	6	-
Drainage Design and Construction	26	18	25
Waste Management	9	10	12
Total Utility Operations	56	46	37
Total Hosting	1,836	1,309	1,258

Program: *Community Facility Services*

Asked By: *Councillor Diotte*

Question #: *11-009*

2011 Budget Questions By Councillor

Budget Page #:

Please detail the business plans (including anticipated profit or loss) for all new civic facilities approved for funding in '09, '10 and '11.

Question Answer:

As the question referred to "anticipated profit or loss" this response only includes New Civic Facilities that generate revenue. The numbers below are for the first full year of operation of a facility.

	Terwillegar	St Fx	North Central	Clareview	Meadows
<u>Community Facility Services</u>	<u>(2011)</u>	<u>(2011)</u>	<u>(2012)</u>	<u>(2014)</u>	<u>(2014)</u>
Rev	5,399	316	2,019	3,236	3,133
Exp	5,729	466	3,341	4,058	3,737
CFS Cost Recovery	94%	68%	60%	80%	84%
Subtotal - CFS Tax Levy	330	150	1,322	822	604
<u>AMPW Costs</u>					
Bldg Mtnce & Custodial	3,582	352	1,659	1,799	1,799
Total Tax Levy	3,912	502	2,981	2,621	2,403

The plan is to eliminate the \$330 tax support for Terwillegar after it's initial year of operation.

Program: Office of the Deputy City Manager

Asked By: Councillor Diotte

Question #: 11-010

Budget Page #:

Please provide the total amount of money spent on printing and print advertising for The Way We Green environmental strategic vision plan.

Question Answer:

Printing costs related to the development of The Way We Green to date are \$14,683. This expense was for printing of discussion papers, feedback forms, signage, etc., for distribution to stakeholders, for events, public forums and stakeholder workshops. The use of electronic distribution of documents and materials and the availability of this information on the City Website has minimized this cost. Print advertising costs to date are \$13,343 with a majority of this to

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promote the November 3 - 4, 2010 The Way We Green public forum at City Hall.

Program: *Office of the City Manager* **Asked By:** *Councillor Diotte* **Question #:** 11-011

Budget Page #:

Please provide the total amount of money spent on travel in '08 '09, '10. Provide a figure for the amount of money spent by each of the Top-10 most frequent travellers in those years and include their names and titles.

Question Answer:

Employees incur expenses related to their work at the City of Edmonton. The information compiled to answer this question includes travel costs for business travel, conference attendance, training requiring travel and mandatory legislated training.

The travel costs include the following expenses:

transportation costs to/from the event, as well as transportation during the event;
conference/training development fees; and
accommodations (lodging and food)

The following amounts were spent on travel in 2008, 2009 and 2010.

2008 - \$2,307,720

2009 - \$1,290,191

2010 - \$1,623,761

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The following is a list of the top 10 most frequent travellers in 2008, 2009 and 2010, their names and titles and amount spent in each year:

2008 Top 10 Travellers

Name	# of Trips	Title	Department	Cost (not incl EXPO)	EXPO	Total
F. Policicchio	12	GS - Tunnels	AM&PW	\$13,675	0	\$13,675
S. Fernando	11	Dir - Design & Constr	AM&PW	\$23,081	0	\$23,081
K. Block	11	Fire Chief	Comm Serv	\$22,249	0	\$22,249
B. Black	10	Dir - OEP	DCMO	\$15,075	0	\$15,075
G. Klassen	9	GM	P&D	\$17,324	\$7,205	\$24,529
C. Stasynec	7	Exec Dir	OCM	\$22,442	\$24,006	\$46,448
J. Schubert	7	GS - Conversion Tech	AM&PW	\$13,070	0	\$13,070
D. James	7	Equipment Instr	TD	\$2,393	0	\$2,393
H. Donovan	6	GS - Constr	TD	\$8,480	0	\$8,480
S. Thompson	5	Dir - Elections	Corp Serv	\$7,952	0	\$7,952

2009 Top 10 Travellers

Name	# of Trips	Title	Department	Cost (not incl EXPO)	EXPO	Total
K. Block	9	Fire Chief	Comm Serv	\$10,499	0	\$10,499
C. Stasynec	7	Exec Dir	OCM	\$22,192	\$2,611	\$24,803
D. McLean	8	Dep Chief - Trng & Logistics	Comm Serv	\$11,005	0	\$11,005
G. Klassen	6	GM	P&D	\$20,605	0	\$20,605
A. Maurer	6	City Manager (Former)	OCM	\$15,804	0	\$15,804
K. Barnhart	6	Br Mgr - Nghood & Comm Dev	Comm Serv	\$5,516	0	\$5,516
E. Finn	5	Dir - Civic Events Office	DCMO	\$14,040	0	\$14,040
C. Stolte	5	Br Mgr - Transit	TD	\$10,215	0	\$10,215
F. Policicchio	5	GS - Tunnels	AM&PW	\$10,187	0	\$10,187
J. Kabarchuk	5	Br Mgr - Bldgs Design & Constr	Cap Constr	\$8,949	0	\$8,949

2010 Top 10 Travellers

Name	# of Trips	Title	Department	Cost (not incl EXPO)	EXPO	Total
C. Moore	10	Br Mgr - IT	Corp Serv	\$25,886	0	\$25,886
S. Weatherill	10	Exec Officer	OCM	\$0	\$19,629	\$19,629
D. Webb	9	LRT Engineer	TD	\$17,386	0	\$17,386
K. Block	9	Fire Chief	Comm Serv	\$12,277	0	\$12,277
G. Klassen	8	GM	PD	\$27,133	0	\$27,133
S. Farbrother	8	City Manager	OCM	\$7,897	\$12,501	\$20,398
C. Stasynec	7	Exec Dir	OCM	\$8,738	\$27,923	\$36,661
G. Clayton	7	LRT Tech	TD	\$10,950	0	\$10,950
L. Carlson	7	Chief of Fire Services	Comm Serv	\$5,372	0	\$5,372
N. Ganske	6	LRT Fleet Supv	TD	\$14,792	0	\$14,792

Program: Office of the Deputy City Manager

Asked By: Councillor Diotte

Question #: 11-012

2011 Budget Questions By Councillor

Budget Page #:

Please detail the amount of money spent on community consultation in '09, '10 and planned for '11. Include all costs including advertising, facilitators, hosting, rent, multi-media costs etc.

Question Answer:

Public Involvement is defined as the various methods of engaging the people of Edmonton in discussions about civic matters that affect them. Council Approved Policy C513 contains three core commitments:

- Our Commitment to Citizen Engagement: The City of Edmonton believes that a key element of representative democracy is that people have a right to be involved in decisions that affect them.
- Our Commitment to Honouring People: The City of Edmonton Public Involvement design process will ensure people are treated with respect, honest and integrity.
- Our Commitment to Accessible Involvement: The City of Edmonton will ensure public involvement processes are accessible to the public.

The current business model for Public Involvement at the City of Edmonton is a decentralized one to the level of the business unit. Departments (business units) plan, budget, manage and deliver public involvement for numerous projects/initiatives in their area. Costs for public involvement are in Departments across numerous cost centres and cost elements including advertising, facilitators, hosting, rent, multi-media costs, and external consultants. Staff time may or may not be tracked to specific aspects of a project/initiative. Business Units are responsible for entering the project data into Consultation Manager (an application for tracking events). (Projects may have more than one event). However, Consultation Manager does not track project or event costs.

The Office of Public Involvement (OPI) in Deputy City Manager's Office supports the ongoing implementation of Public Involvement policy. The Office provides training and orientation to the Council policy and the supporting framework, provides the tracking software (Consultation Manager), provides training, orientation, access control, IT support and customization (as needed) for Consultation Manager.

The Office also co-sponsors the development of the Centre for Public Involvement at the University of Alberta. The Centre will provide leadership in understanding and applying innovative approaches to public involvement. The Deputy City Manager's Office has collected the following information on community consultation expenses in collaboration with all Administration. The following represents the data available as of November 24, 2010.

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	External consultant costs	Printing	Advertising	Meeting rooms/hosting	Social media costs/ web site costs	Total
2009	842,400	65,520	138,686	68,676	109,448	1,224,730
2010	932,955	61,318	241,212	92,300	40,477	1,368,261
2011*	212,933	6,182	25,977	15,553	500	316,007

*Projected

Program: Corporate Accounting

Asked By: Councillor Diotte

Question #: 11-013

Budget Page #:

Please detail the amount of money paid to outside consultants in '09, '10 and budgeted for '11.

Question Answer:

Please see the table below for the operating and capital consulting costs paid to outside consultants in 2009 and 2010 YTD (September) by department. The 2011 budget only includes the proposed operating budget, as the capital budget is not loaded into the financial system to the same level as operating. Included are the consulting and professional costs for management, communications, engineering and other program related services, as coded in the financial system to consulting cost elements.

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(\$000's)	2011 Operating Budget	2010 YTD Sept. 30		2009	
		Operating	Capital	Operating	Capital
Tax-Supported Operations					
Asset Mgmt. & Public Works					
Corporate Properties	\$ 45	\$ 197	\$ 31	\$ 299	\$ 52
Parks	234	53	225	208	173
Capital Construction	824	264	1,244	600	8,263
Community Services					
Fire Rescue	44	2	262	46	183
Community Facility Services	60	21	1,789	187	23
Neigh. & Community Dev.		14		232	
Corporate Expenditures		638		1,266	
Corporate Services	848	2,960	35	2,417	451
Finance & Treasury	590	500		1,309	
Mayor and Council					
Mayor and Councillor Offices		54		20	
Office of the City Auditor	39	20		2	
Office of the City Manager	30			19	
Office of the Deputy City Manager	1,968	2,081		3,883	
Planning & Development			239		491
Current Planning	28	65		132	
Planning, Policy & Other	1,953	1,732		1,966	
Assessment & Taxation	282	245		441	
Housing	295	41		20	
Police Service	3,017	2,233	642	2,693	531
Transportation					
Transportation Systems	2,639	3,749	8,303	6,487	11,705
Public Transit	70	38	21,068	109	24,789
Boards and Authorities	963				
	13,928	14,906	33,838	22,337	46,661
Enterprise and Utilities					
Drainage Services	2,142	1,281	1,117	2,383	2,852
Fleet Services	20	146	1,786	2,063	794
Land Enterprise	705	445	1,615	409	2,470
Waste Management	35	11	164	709	214
	2,903	1,883	4,682	5,565	6,331
Other					
Edmonton Public Library	66	26	408	65	105
Edmonton Combative Sports Commission	5				
Edmonton Homeless Commission		35			
Vehicle for Hire Commission	26	15		18	
	96	76	408	84	105
Total	\$16,928	\$16,865	\$38,928	\$27,985	\$53,096

Program: Office of the Deputy City
Manager

Asked By: Councillor Diotte

Question #: 11-014

2011 Budget Questions By Councillor

Budget Page #:

Please provide the annual amount of money spent on the edmontonstories.ca website-based campaign in '08, '09, '10 and budgeted for '11. Include the annual number of unique page views for each year and other relevant data that would help gauge the site's popularity. Please include the annual number of unique page views that come from outside Greater Edmonton.

Question Answer:

Edmontonstories is a sustainable, long-term, cost-efficient response to Council's desire to increase positive international awareness of Edmonton. The story site is now being used to support the attraction and outreach efforts of Edmonton organizations and businesses. Each day, an average of 684 people from 178 countries around the world spends, on average, a minute and a half learning about Edmonton. Sixty-eight per cent of traffic to the site is from outside Edmonton, and 80 per cent of visitors each month are new. Stories on the site are in 16 different languages appealing to an international audience.

Edmonton Police Service, the University of Alberta and the local Chinese community are among the organizations that are using Edmontonstories successfully to help with their recruitment efforts.

Launched on May 14, 2009, the site has been operational for 18 months.

While a full summary of results is also available, following are key statistics as of November 11, 2010.

Total visits: 374,197

- Average visits per day: 684
- Total unique visitors: 311,022
- Average pages per view: 2.20
- Time on site: 000:01:28
- New visitors: 83.09%

Traffic is coming to the site from 7,658 cities in 179 countries. 68% of traffic is from locations outside of Edmonton -- Edmonton visits: 118,620

Results from May 14, to Dec 31, 2009:

- Unique page views: 358,044
- Unique page views from Edmonton: 185,512
- Unique page views from outside Edmonton: 172,532

48.2% of unique page views are from outside of Edmonton. Over the first 2.5 months of this 7-month period, the site was promoted to Edmontonians as part of the story-gathering phase

From Jan 1 to Nov 23, 2010:

- Unique page views: 273,465
- Unique page views from Edmonton: 77,980
- Unique page views from outside Edmonton: 195,485

71.5% of unique page views are outside Edmonton

Budget:

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City Council approved a 2009 budget of \$1M with EEDC Destination Marketing and Tourism contributing an additional \$400,000. The 2010 budget was for \$1M consisting of \$500k as a one time transfer from EEDC and \$500k from the City of Edmonton.

	2008	2009	2010	2011 Estimate
Campaign development, creative execution and project management; focus testing	\$57,546.18	\$198,971.00	\$85,000.00	
Website build, maintenance, updates, web hosting, video hosting	\$100,000.00	\$137,500.00	\$80,000.00	
Content team: Community outreach	\$27,322.09	\$418,350.00	\$355,000.00	
Videography, shooting, editing, etc.	\$25,881.00	\$220,929.80	\$30,000.00	
Media: Online and offline marketing	\$26,750.00	\$328,077.00	\$238,000.00	
GST	\$11,874.96	\$65,191.39	\$39,400.00	
Total	\$249,374.23	\$1,369,018.35	\$827,400.00	\$470,000.00

Program: Corporate Services

Asked By: Councillor Diotte

Question #: 11-234

Budget Page #:

Please provide figures on the number of outside consultants who were hired by the City in 2009 and 2010 and who were based outside of Greater Edmonton. Please provide the names and locations of all consulting firms/individuals hired and a breakdown, by percentage of where the firms are located; in Edmonton, in Alberta, in other provinces, in the U.S. and elsewhere in the world. (Hypothetical example: In 2009 there were 582 consultants hired. Of those, 75% were from Edmonton, 15% were from Alberta, 5% were from other provinces and 3% were from the U.S. and 2% from Europe)

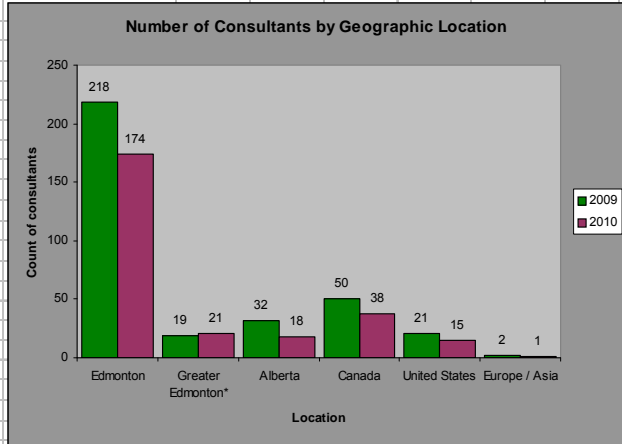
Question Answer:

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GEOGRAPHIC DISTRIBUTION OF PROFESSIONAL SERVICE CONSULTANTS Annual Breakdown for 2009 and YTD 2010 as of November 22, 2010

Year	Location	Count	Percent
2009	Edmonton	218	63.7%
	Greater Edmonton*	19	5.6%
	Alberta	32	9.4%
	Canada	50	14.6%
	United States	21	6.1%
	Europe / Asia	2	0.6%
2009 Total		342	100%

Year	Location	Count	Percent
2010 YTD	Edmonton	174	65.2%
	Greater Edmonton*	21	7.9%
	Alberta	18	6.7%
	Canada	38	14.2%
	United States	15	5.6%
	Europe / Asia	1	0.4%
2010 Total		267	100%



*Regions included in Greater Edmonton: Sherwood Park, St. Albert, Spruce Grove, Stony Plain, Sturgeon County, Fort Saskatchewan, Morinville

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Professional Service Consultants Hired in 2009

Consultant Name	Location	City	Prv	Ctr	Consultant Name	Location	City	Prv
1486293 ALBERTA LTD	EDMONTON	EDMONTON	AB	CA	EARTHSCAPE CONSULTANTS	EDMONTON	EDMONTON	AB
3D INTERACTIVE INC	EDMONTON	EDMONTON	AB	CA	EBA ENGINEERING CONSULTANTS LTD.	EDMONTON	EDMONTON	AB
5107 NWT LTD	EDMONTON	EDMONTON	AB	CA	EDMONTON ARTS COUNCIL	EDMONTON	EDMONTON	AB
A & E ARCHITECTURAL & ENGINEERING	EDMONTON	EDMONTON	AB	CA	EDMONTON NORDIC SKI CLUB	EDMONTON	EDMONTON	AB
A W FRASER & ASSOCIATES CONSULTING	EDMONTON	EDMONTON	AB	CA	EDMONTON PUBLIC SCHOOLS	EDMONTON	EDMONTON	AB
ACRODEX INC.	EDMONTON	EDMONTON	AB	CA	EDMONTON SOCIAL PLANNING COUNCIL	EDMONTON	EDMONTON	AB
ACTON CONSULTING LTD.	EDMONTON	EDMONTON	AB	CA	EDMONTON WASTE MANAGEMENT	EDMONTON	EDMONTON	AB
AJILON CANADA INC.	EDMONTON	EDMONTON	AB	CA	EDS GROUP INC.	EDMONTON	EDMONTON	AB
ALCEB AGRO	EDMONTON	EDMONTON	AB	CA	EDUCATION IS THE WAY	EDMONTON	EDMONTON	AB
ALICE MAJOR	EDMONTON	EDMONTON	AB	CA	EIDOS CONSULTANTS INCORPORATED	EDMONTON	EDMONTON	AB
AL-TERRA ENGINEERING LTD.	EDMONTON	EDMONTON	AB	CA	EMERGING DIRECTIONS CONSULTING LTD.	EDMONTON	EDMONTON	AB
AMEC EARTH & ENVIRONMENTAL	EDMONTON	EDMONTON	AB	CA	EPCOR	EDMONTON	EDMONTON	AB
ANIELSKI MANAGEMENT INC.	EDMONTON	EDMONTON	AB	CA	ESE ENGINEERING GROUP CORP	EDMONTON	EDMONTON	AB
ANOTHER WAY	EDMONTON	EDMONTON	AB	CA	FEUTL RITA	EDMONTON	EDMONTON	AB
APPLICATIONS MANAGEMENT	EDMONTON	EDMONTON	AB	CA	FIERA BIOLOGICAL CONSULTING	EDMONTON	EDMONTON	AB
AQL MANAGEMENT CONSULTING	EDMONTON	EDMONTON	AB	CA	FIRETEXT	EDMONTON	EDMONTON	AB
AQUILA PRODUCTIONS INC	EDMONTON	EDMONTON	AB	CA	FSSION MEDIA GROUP INC.	EDMONTON	EDMONTON	AB
ARCHITECTURE ARNDT TKALCIC BENGERT	EDMONTON	EDMONTON	AB	CA	FOCUS COMMUNICATIONS SERVICES INC.	EDMONTON	EDMONTON	AB
ARMIN A. PREIKSAITIS & ASSOCIATES	EDMONTON	EDMONTON	AB	CA	FOCUS CORPORATION	EDMONTON	EDMONTON	AB
ASSOCIATED ENGINEERING	EDMONTON	EDMONTON	AB	CA	FORT GARRY INDUSTRIES LTD	EDMONTON	EDMONTON	AB
ASSOCIATION FOR MULTICULTURAL	EDMONTON	EDMONTON	AB	CA	GAIL GRAVELINES	EDMONTON	EDMONTON	AB
ASYMMETRIC VENTURES INC	EDMONTON	EDMONTON	AB	CA	GENIVAR CONSULTANTS LP	EDMONTON	EDMONTON	AB
B T Y (ALBERTA) LTD	EDMONTON	EDMONTON	AB	CA	GIANBYTE SOFTWARE	EDMONTON	EDMONTON	AB
B.I.M. LARSSON & ASSOCIATES	EDMONTON	EDMONTON	AB	CA	GLEN COWAN & ASSOCIATES REAL	EDMONTON	EDMONTON	AB
BANISTER RESEARCH & CONSULTING INC.	EDMONTON	EDMONTON	AB	CA	GLOBAL VAPOR LTD.	EDMONTON	EDMONTON	AB
BEACH SUSAN	EDMONTON	EDMONTON	AB	CA	GOLDER ASSOCIATES LTD.	EDMONTON	EDMONTON	AB
BEAUBIEN GLOVER MASKELL	EDMONTON	EDMONTON	AB	CA	GRAHAM DESIGN BUILDERS, A JV	EDMONTON	EDMONTON	AB
BEHREND'S BRONZE INC.	EDMONTON	EDMONTON	AB	CA	GRANT THORNTON LLP	EDMONTON	EDMONTON	AB
BELFOR RESTORATION SERVICES	EDMONTON	EDMONTON	AB	CA	GRAY SCOTT CONSULTING	EDMONTON	EDMONTON	AB
BENNETT ARCHITECT INC.	EDMONTON	EDMONTON	AB	CA	GUIDE CONSULTING SERVICES	EDMONTON	EDMONTON	AB
BOURGEOIS & COMPANY LTD.	EDMONTON	EDMONTON	AB	CA	HARGREAVES AND ASSOCIATES LTD.	EDMONTON	EDMONTON	AB
BUNT AND ASSOCIATES	EDMONTON	EDMONTON	AB	CA	HATCH MOTT MACDONALD	EDMONTON	EDMONTON	AB
CALDER BATEMAN COMMUNICATIONS LTD	EDMONTON	EDMONTON	AB	CA	HEMISPHERE ENGINEERING INC.	EDMONTON	EDMONTON	AB
CANADIAN BACK INSTITUTE LIMITED	EDMONTON	EDMONTON	AB	CA	HIP ARCHITECTS	EDMONTON	EDMONTON	AB
CARLYLE AND ASSOCIATES LANDSCAPE	EDMONTON	EDMONTON	AB	CA	HOGGAN ENGINEERING & TESTING	EDMONTON	EDMONTON	AB
CAROLE ALVES	EDMONTON	EDMONTON	AB	CA	IAN MULDER O/A IAN MULDER STUDIOS	EDMONTON	EDMONTON	AB
CATHERINE C COLE AND ASSOCIATES	EDMONTON	EDMONTON	AB	CA	IBI GROUP	EDMONTON	EDMONTON	AB
CBI PHYSIOTHERAPY AND	EDMONTON	EDMONTON	AB	CA	IBI GROUP	EDMONTON	EDMONTON	AB
CH2M HILL CANADA LIMITED	EDMONTON	EDMONTON	AB	CA	IBIS COMMUNICATIONS INC	EDMONTON	EDMONTON	AB
CHRIS ANDERSEN	EDMONTON	EDMONTON	AB	CA	IMPACT PROPERTY ADVISORS LTD	EDMONTON	EDMONTON	AB
COLIN PIQUETTE	EDMONTON	EDMONTON	AB	CA	IMPRESSION COMMUNICATIONS INC	EDMONTON	EDMONTON	AB
COLLIERS INTERNATIONAL	EDMONTON	EDMONTON	AB	CA	INDEPENDENT COMMISSIONING	EDMONTON	EDMONTON	AB
COMMUNITY SERVICES CONSULTING LTD	EDMONTON	EDMONTON	AB	CA	INTERSCAPE INTERIOR DESIGN LTD.	EDMONTON	EDMONTON	AB
COMPASS HEALTH & SAFETY LTD.	EDMONTON	EDMONTON	AB	CA	INTERTHINK CONSULTING	EDMONTON	EDMONTON	AB
COMPUTRONIX (CANADA) LTD.	EDMONTON	EDMONTON	AB	CA	ISL ENGINEERING AND LAND	EDMONTON	EDMONTON	AB
CONSUMER STRATEGIES GROUP	EDMONTON	EDMONTON	AB	CA	JANE REID COMMUNICATIONS INC.	EDMONTON	EDMONTON	AB
CORVUS BUSINESS ADVISORS	EDMONTON	EDMONTON	AB	CA	JOHN HUMPHREY CENTRE FOR	EDMONTON	EDMONTON	AB
CP ROSS CONSULTING GROUP INC	EDMONTON	EDMONTON	AB	CA	JOHNSTON RESEARCH INC.	EDMONTON	EDMONTON	AB
CRITICAL FUSION INTERACTIVE MEDIA	EDMONTON	EDMONTON	AB	CA	JUNEFURST HOLDINGS LTD.	EDMONTON	EDMONTON	AB
CROY D. YEE ARCHITECT LTD.	EDMONTON	EDMONTON	AB	CA	K.C. ER	EDMONTON	EDMONTON	AB
CT & ASSOCIATES ENGINEERING INC.	EDMONTON	EDMONTON	AB	CA	KEN TINGLEY	EDMONTON	EDMONTON	AB
CURRIE COMMUNICATIONS LTD.	EDMONTON	EDMONTON	AB	CA	KESA INC	EDMONTON	EDMONTON	AB
CURTIS GILLESPIE	EDMONTON	EDMONTON	AB	CA	KPMG LLP	EDMONTON	EDMONTON	AB
DAVID APLIN & ASSOCIATES INC.	EDMONTON	EDMONTON	AB	CA	KRIS FRIESEN	EDMONTON	EDMONTON	AB
DAVID YUK PROJECT MANAGEMENT INC	EDMONTON	EDMONTON	AB	CA	K-RITE CONSTRUCTION LTD	EDMONTON	EDMONTON	AB
DAVIS LLP	EDMONTON	EDMONTON	AB	CA	KWANTUM INC.	EDMONTON	EDMONTON	AB
DBW CORPORATION	EDMONTON	EDMONTON	AB	CA	LANDMARK INTROSPECTIVE	EDMONTON	EDMONTON	AB
DELOITTE INC	EDMONTON	EDMONTON	AB	CA	LEGER MARKETING ALBERTA INC.	EDMONTON	EDMONTON	AB
DIANNE LOUGHEED KEEFE	EDMONTON	EDMONTON	AB	CA	LEONARD DUNN P. ENG.	EDMONTON	EDMONTON	AB
DONNA TOWERS CONSULTING INC	EDMONTON	EDMONTON	AB	CA	LIFEMARK HEALTH MANAGEMENT INC	EDMONTON	EDMONTON	AB
DONOVAN CREATIVE COMMUNICATIONS IN	EDMONTON	EDMONTON	AB	CA	LIFE-ROLE DEVELOPMENT GROUP LTD.	EDMONTON	EDMONTON	AB
DOWNEY NORRIS & ASSOCIATES	EDMONTON	EDMONTON	AB	CA	LITTLE BLUE BUG STUDIOS	EDMONTON	EDMONTON	AB
DR. PHILIP YOON PROFESSIONAL	EDMONTON	EDMONTON	AB	CA	LOUISE FINLAISON	EDMONTON	EDMONTON	AB
DR. UWE K. TERNER, PH.D.	EDMONTON	EDMONTON	AB	CA	MAGNA IV ENGINEERING	EDMONTON	EDMONTON	AB
DRAWWARE INC	EDMONTON	EDMONTON	AB	CA	MANASC ISAAC ARCHITECTS LTD.	EDMONTON	EDMONTON	AB
DRUMAWILLAN MANAGEMENT INC.	EDMONTON	EDMONTON	AB	CA	MARCOMM COMMUNICATIONS LTD	EDMONTON	EDMONTON	AB
E D A COLLABORATIVE INC	EDMONTON	EDMONTON	AB	CA	MARK HOLMGREN	EDMONTON	EDMONTON	AB
EAGLE PROFESSIONAL RESOURCES INC.	EDMONTON	EDMONTON	AB	CA	MARSHALL TITTEMORE ARCHITECTS	EDMONTON	EDMONTON	AB
					MB SERVICES INC.	EDMONTON	EDMONTON	AB

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Professional Service Consultants Hired in 2009 (continued)

Consultant Name	Location	City	Prv	Ctr	Consultant Name	Location	City	Prv	Ctr
MCELHANNY CONSULTING SERVICES LTD.	EDMONTON	EDMONTON	AB	CA	UMA ENGINEERING LTD	EDMONTON	EDMONTON	AB	CA
MCELHANNY GROUP OF COMPANIES	EDMONTON	EDMONTON	AB	CA	URBAN SYSTEMS LTD.	EDMONTON	EDMONTON	AB	CA
MEDIATION & RESTORATIVE JUSTICE	EDMONTON	EDMONTON	AB	CA	VCE RESOURCES LTD	EDMONTON	EDMONTON	AB	CA
MELISSA SCAMAN	EDMONTON	EDMONTON	AB	CA	VERI-CAL CONSULTING INC	EDMONTON	EDMONTON	AB	CA
MMM GROUP LIMITED	EDMONTON	EDMONTON	AB	CA	VERRET ENTERPRISES LTD	EDMONTON	EDMONTON	AB	CA
MORRISON HERSHFIELD LIMITED	EDMONTON	EDMONTON	AB	CA	VRSE DESIGN INC	EDMONTON	EDMONTON	AB	CA
NATHAN ZUK	EDMONTON	EDMONTON	AB	CA	WESTERN MANAGEMENT CONSULTANTS	EDMONTON	EDMONTON	AB	CA
NICHOLS APPLIED MANAGEMENT INC.	EDMONTON	EDMONTON	AB	CA	WILLIAM E SEVCIK PROFESSIONAL	EDMONTON	EDMONTON	AB	CA
NICHOLS ENVIRONMENTAL (CANADA) LTD	EDMONTON	EDMONTON	AB	CA	WILLIAMS ENGINEERING CANADA	EDMONTON	EDMONTON	AB	CA
NOR-ALTA ENVIRONMENTAL	EDMONTON	EDMONTON	AB	CA	YELLOW PENCIL INC.	EDMONTON	EDMONTON	AB	CA
NORINE PIKE	EDMONTON	EDMONTON	AB	CA	ZYP CREATIVE INC	EDMONTON	EDMONTON	AB	CA
NORRIE & CO. PROFESSIONAL	EDMONTON	EDMONTON	AB	CA	AMOR CONSULTING INC.	GREATER EDMONTON	SHERWOOD PARK	AB	CA
NTS ENTERPRISES LTD.	EDMONTON	EDMONTON	AB	CA	ASSEVAL LTD	GREATER EDMONTON	SPRUCE GROVE	AB	CA
OA SOLUTIONS (AB) INC.	EDMONTON	EDMONTON	AB	CA	BRAKS CONSULTING LTD	GREATER EDMONTON	SPRUCE GROVE	AB	CA
OMNI-MCCANN CONSULTANTS LTD.	EDMONTON	EDMONTON	AB	CA	CANN WRITE PROFESSIONAL SERVICE	GREATER EDMONTON	FORT SASKATCHEWAN	AB	CA
OTAGO EMERGENCY MANAGEMENT	EDMONTON	EDMONTON	AB	CA	COMTEC ASSOCIATES LIMITED	GREATER EDMONTON	SHERWOOD PARK	AB	CA
P. MACHIBRODA ENGINEERING LTD.	EDMONTON	EDMONTON	AB	CA	CRIMSON ENVIRONMENTAL LIMITED	GREATER EDMONTON	SHERWOOD PARK	AB	CA
PACIFIC WESTERN EVENT MANAGEMENT	EDMONTON	EDMONTON	AB	CA	DUFFEE MANAGEMENT CONSULTING	GREATER EDMONTON	ST ALBERT	AB	CA
PARCOM MARKETING INC.	EDMONTON	EDMONTON	AB	CA	GREYSTONE RECRUITING	GREATER EDMONTON	ST. ALBERT	AB	CA
PERFECTING TOMORROW INC.	EDMONTON	EDMONTON	AB	CA	KILBURN AND ASSOCIATES	GREATER EDMONTON	SHERWOOD PARK	AB	CA
PERFORMANCE EXCELLENCE LTD	EDMONTON	EDMONTON	AB	CA	L W COLLINS CONSULTING LTD	GREATER EDMONTON	SHERWOOD PARK	AB	CA
PHH ARC ENVIRONMENTAL LTD.	EDMONTON	EDMONTON	AB	CA	L. NORA WHITCHER	GREATER EDMONTON	SPRUCE GROVE	AB	CA
PIVOTAL RESEARCH INC.	EDMONTON	EDMONTON	AB	CA	MERIDIAN LEARNING & DEVELOPMENT	GREATER EDMONTON	ST ALBERT	AB	CA
PLUMBHEAVY DESIGN INC.	EDMONTON	EDMONTON	AB	CA	MPA ENGINEERING LTD.	GREATER EDMONTON	SHERWOOD PARK	AB	CA
PM ELECTRIC LTD.	EDMONTON	EDMONTON	AB	CA	PIC INDUSTRIAL EQUIPMENT LTD	GREATER EDMONTON	SPRUCE GROVE	AB	CA
POSTER ART INTERNATIONAL LTD.	EDMONTON	EDMONTON	AB	CA	POMMEN AND ASSOCIATES LIMITED	GREATER EDMONTON	SHERWOOD PARK	AB	CA
PRICEWATERHOUSECOOPERS LLP	EDMONTON	EDMONTON	AB	CA	R.L.M. CONSULTING & CONTRACTING	GREATER EDMONTON	SHERWOOD PARK	AB	CA
PROTOSTATIX ENGINEERING	EDMONTON	EDMONTON	AB	CA	STEWART WEIR & CO LTD.	GREATER EDMONTON	SHERWOOD PARK	AB	CA
QUALIMET INC.	EDMONTON	EDMONTON	AB	CA	TETRA SYSTEMS LTD	GREATER EDMONTON	SPRUCE GROVE	AB	CA
QUALITY ONE LTD	EDMONTON	EDMONTON	AB	CA	VISION ENGINEERING LTD.	GREATER EDMONTON	ST ALBERT	AB	CA
R A K ENGINEERING LTD	EDMONTON	EDMONTON	AB	CA	AECOM CANADA LTD.	ALBERTA	CALGARY	AB	CA
R.E. LOCK & ASSOCIATES LTD	EDMONTON	EDMONTON	AB	CA	AM/PM SERVICE LTD	ALBERTA	CALGARY	AB	CA
RAFFAELLA LORO	EDMONTON	EDMONTON	AB	CA	CANADIAN OUTCOMES RESEARCH	ALBERTA	CALGARY	AB	CA
RAINBOW BRIDGE COMMUNICATIONS	EDMONTON	EDMONTON	AB	CA	CLEARSTONE ENGINEERING LTD	ALBERTA	CALGARY	AB	CA
READ JONES CHRISTOFFERSEN LTD.	EDMONTON	EDMONTON	AB	CA	CONTEXT IT	ALBERTA	CALGARY	AB	CA
REENGINE INC.	EDMONTON	EDMONTON	AB	CA	DANATEC EDUCATIONAL SERVICES LTD	ALBERTA	CALGARY	AB	CA
RENA UNREINER	EDMONTON	EDMONTON	AB	CA	DIALOG ALBERTA ARCHITECTURE	ALBERTA	CALGARY	AB	CA
RESINNOVA RESEARCH INC	EDMONTON	EDMONTON	AB	CA	EHS PARTNERSHIPS LTD	ALBERTA	CALGARY	AB	CA
RICHARD W PAUL	EDMONTON	EDMONTON	AB	CA	GANOTEC AGI LTD.	ALBERTA	ACHESON	AB	CA
ROBERT HALF CANADA INC	EDMONTON	EDMONTON	AB	CA	GROUP2 ARCHITECTURE	ALBERTA	RED DEER	AB	CA
S.I. SYSTEMS LTD.	EDMONTON	EDMONTON	AB	CA	HALSALL ASSOCIATES LTD	ALBERTA	CALGARY	AB	CA
S.M.A. CONSULTING LTD.	EDMONTON	EDMONTON	AB	CA	HAY GROUP LTD	ALBERTA	CALGARY	AB	CA
SABATINI EARTH TECHNOLOGIES INC	EDMONTON	EDMONTON	AB	CA	INTERGRAPH CANADA LTD.	ALBERTA	CALGARY	AB	CA
SAMENG INC.	EDMONTON	EDMONTON	AB	CA	ION IRRIGATION MANAGEMENT INC.	ALBERTA	CALGARY	AB	CA
SANDRA MARIN & ASSOCIATES INC	EDMONTON	EDMONTON	AB	CA	J AND B ENGINEERING (ALBERTA) INC.	ALBERTA	CALGARY	AB	CA
SAPPHIRE TECHNOLOGIES CANADA	EDMONTON	EDMONTON	AB	CA	JANICE BOREJKO CONSULTING	ALBERTA	ATHABASCA	AB	CA
SATORI CONSULTING LTD	EDMONTON	EDMONTON	AB	CA	JUST IN TIME RESOURCES	ALBERTA	CALGARY	AB	CA
SCHAEFFER ANDREW LTD.	EDMONTON	EDMONTON	AB	CA	KNORR & ASSOCIATES LTD.	ALBERTA	CALGARY	AB	CA
SHELTERBELT ARCHITECTURE	EDMONTON	EDMONTON	AB	CA	LERCH BATES INC.	ALBERTA	CALGARY	AB	CA
SIERRA SYSTEMS GROUP INC.	EDMONTON	EDMONTON	AB	CA	MARILYN STECYK & ASSOCIATES INC.	ALBERTA	JASPER	AB	CA
SOLES AND COMPANY INC	EDMONTON	EDMONTON	AB	CA	MAXXAM ANALYTICS INTERNATIONAL	ALBERTA	CALGARY	AB	CA
SOLUTIONS 105 CONSULTING LTD	EDMONTON	EDMONTON	AB	CA	ODGERS BERNDTSON	ALBERTA	CALGARY	AB	CA
SOUTHGATE PONTIAC BUICK GMC LIMITED	EDMONTON	EDMONTON	AB	CA	PATRICIA PIDRUCHNEY	ALBERTA	VERMILION	AB	CA
SPENCER ENVIRONMENTAL MANAGEMENT	EDMONTON	EDMONTON	AB	CA	PLATINUM ENGINEERING LTD.	ALBERTA	CALGARY	AB	CA
STEPHENS KOZAK ARCHITECTS LTD.	EDMONTON	EDMONTON	AB	CA	SAGE INSTITUTE OF CALGARY LTD	ALBERTA	CALGARY	AB	CA
STIMULANT STRATEGIES INC.	EDMONTON	EDMONTON	AB	CA	SCENARIOS TO STRATEGY INC	ALBERTA	CALGARY	AB	CA
STRATEGY PLUS	EDMONTON	EDMONTON	AB	CA	SHORELINE CONSULTING GROUP INC	ALBERTA	CALGARY	AB	CA
STRATEGY SUMMIT LTD.	EDMONTON	EDMONTON	AB	CA	SPARK CONSULTING SERVICES	ALBERTA	CALGARY	AB	CA
SUNIL SOOKRAM PROFESSIONAL	EDMONTON	EDMONTON	AB	CA	STANTEC CONSULTING LTD.	ALBERTA	CALGARY	AB	CA
SYSTEMERA INC	EDMONTON	EDMONTON	AB	CA	TRIUM ENVIRONMENTAL SOLUTIONS INC	ALBERTA	COCHRANE	AB	CA
TECH-COST CONSULTANTS LTD.	EDMONTON	EDMONTON	AB	CA	TURTLE ISLAND CULTURAL RESOURCE	ALBERTA	CALGARY	AB	CA
THE GOVERNORS OF THE UNIVERSITY	EDMONTON	EDMONTON	AB	CA	URBAN PLANS CONSULTING	ALBERTA	SYLVAN LAKE	AB	CA
THE PERFORMANCE GROUP OE INC	EDMONTON	EDMONTON	AB	CA	ADVITEK INC	CANADA	TORONTO	ON	CA
THURBER ENGINEERING LTD.	EDMONTON	EDMONTON	AB	CA	AFFIRMATIVE COMMUNICATIONS INC.	CANADA	BURLINGTON	ON	CA
TOOTING LEARNING AND CONSULTING	EDMONTON	EDMONTON	AB	CA	BROCKHOUSE & COOPER INC.	CANADA	MONTREAL	QC	CA
TOXCON HEALTH SCIENCES	EDMONTON	EDMONTON	AB	CA	CANNON DESIGN ARCHITECTURE INC	CANADA	VICTORIA	BC	CA
TOYBOX MEDIA INC	EDMONTON	EDMONTON	AB	CA	CHECKWELL DECISION CORPORATION	CANADA	SURREY	BC	CA
TREYL COMMUNICATIONS INC.	EDMONTON	EDMONTON	AB	CA	COBALT ENGINEERING LLP	CANADA	TORONTO	ON	CA
TSE & ASSOCIATES	EDMONTON	EDMONTON	AB	CA	DE LEUR CONSULTING LTD.	CANADA	VANCOUVER	BC	CA

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Professional Service Consultants Hired in 2009 (continued)

Consultant Name	Location	City	Prv	Ctr
DELCAN CORPORATION	CANADA	MARKHAM	ON	CA
DHI WATER & ENVIRONMENT	CANADA	CAMBRIDGE	ON	CA
DIALOGUE PARTNERS INC	CANADA	OTTAWA	ON	CA
DMD & ASSOCIATES LTD	CANADA	SURREY	BC	CA
ELEMENT K CANADA INC.	CANADA	TORONTO	ON	CA
ENERKEM INC	CANADA	MONTREAL	QC	CA
EVERGREEN SPORTS PROGRAMMING	CANADA	VANCOUVER	BC	CA
FACET DECISION SYSTEMS INC	CANADA	VANCOUVER	BC	CA
FORREC LTD	CANADA	TORONTO	ON	CA
GEOWARE INC.	CANADA	WATERLOO	ON	CA
GHK INTERNATIONAL(CANADA)LTD	CANADA	TORONTO	ON	CA
GREG HUCULAK	CANADA	VANCOUVER	BC	CA
HB LANARC CONSULTANTS LTD	CANADA	VANCOUVER	BC	CA
HEWITT ASSOCIATES	CANADA	VANCOUVER	BC	CA
INTERIS CONSULTING INC.	CANADA	OTTAWA	ON	CA
J.R. HUGGETT CO.	CANADA	SURREY	BC	CA
KARO GROUP INC	CANADA	VANCOUVER	BC	CA
KIJE SIPI LTD	CANADA	GLOUCESTER	ON	CA
LEADINGEDGE PAYROLL GROUP INC.	CANADA	NEWMARKET	ON	CA
LONGWOODS INTERNATIONAL	CANADA	TORONTO	ON	CA
MCKAY FINNIGAN AND ASSOCIATES	CANADA	WINNIPEG	MB	CA
MEDIA PROFILE INC.	CANADA	TORONTO	ON	CA
MGM MANAGEMENT	CANADA	OSOYOOS	BC	CA
MICHEL LACOURSIERE	CANADA	NEW WESTMINSTER	BC	CA
NANOS RESEARCH	CANADA	TORONTO	ON	CA
NAVIGANT CONSULTING LTD	CANADA	TORONTO	ON	CA
OMICRON ARCHITECTURE ENGINEERING	CANADA	VANCOUVER	BC	CA
ONE WORLD INC.	CANADA	OTTAWA	ON	CA
PERIVALE & TAYLOR CONSULTING INC	CANADA	WEST VANCOUVER	BC	CA
PERSAUD AND LYON INC.	CANADA	TOTONTO	ON	CA
PHILLIPS FAREVAAG SMALLENBERG	CANADA	VANCOUVER	BC	CA
QUINTESSENTIAL RESEARCH GROUP INC	CANADA	VICTORIA	BC	CA
R.V. ANDERSON ASSOCIATES LIMITED	CANADA	TORONTO	ON	CA
RECEIVER GENERAL FOR CANADA	CANADA	OTTAWA	ON	CA
ROWAN WILLIAMS DAVIES& IRWIN INC	CANADA	GUELPH	ON	CA
SOLUTIA SDO LIMITED	CANADA	OAKVILLE	ON	CA
SUPPLY CHAIN ALLIANCE PARTNERS	CANADA	MARKHAM	ON	CA
SUPPLY CHAIN(REVOLUTION	CANADA	TORONTO	ON	CA
SUSTAINET SOFTWARE SOLUTIONS INC.	CANADA	VANCOUVER	BC	CA
THE ACTIVE NETWORK LTD.	CANADA	BURNABY	BC	CA
TIM REEVE CONSULTING INC	CANADA	VANCOUVER	BC	CA
URBAN STRATEGIES INC	CANADA	TORONTO	ON	CA
WAKEHAM & ASSOCIATES MARKETING INC	CANADA	TORONTO	ON	CA
ALMY GLOUDEMANS JACOBS & DENNE	UNITED STATES	PHOENIX	AZ	US
AMERITRAN SERVICE CORP.	UNITED STATES	WINTER SPRINGS	FL	US
B DUDASH & ASSOCIATES	UNITED STATES	DANDRIDGE	TN	US
CENTER FOR PUBLIC SAFETY EXCELLENCE	UNITED STATES	CHANTILLY	VA	US
CI TECHNOLOGIES INC.	UNITED STATES	BELLINGHAM	WA	US
DOWNNEY KATES ASSOCIATES INC	UNITED STATES	NEW YORK	NY	US
ECONOMICS RESEARCH ASSOCIATES	UNITED STATES	LOS ANGELES	CA	US
ENVIRO-SERVICES & CONSTRUCTORS INC	UNITED STATES	BROOKFIELD	WI	US
GORDON L LINDEN	UNITED STATES	PIEDMONT	CA	US
HDR ENGINEERING INC	UNITED STATES	BELLEVUE	WA	US
INFOPRO WORLDWIDE INC	UNITED STATES	MONMOUTH JN	NJ	US
JIM DIERS	UNITED STATES	VASHION	WA	US
PASSLOGIX INC.	UNITED STATES	NEW YORK	NY	US
PTV AMERICA INC.	UNITED STATES	PORTLAND	OR	US
RAPIDACE LLC	UNITED STATES	GOLDEN	CO	US
SHAKER RECRUITMENT ADVERTISING &	UNITED STATES	OAK PARK	IL	US
STASTNYBRUN ARCHITECTS INC.	UNITED STATES	PORTLAND	OR	US
STUDIO HANSON ROBERTS	UNITED STATES	BAINBRIDGE ISLAND	WA	US
TURNER ENGINEERING CORPORATION	UNITED STATES	VENICE	CA	US
VANTO GROUP INC	UNITED STATES	SAN FRANCISCO	CA	US
VESTA PARTNERS LLC	UNITED STATES	STAMFORD	CT	US
FDP ASSOCIATES LIMITED	EUROPE / ASIA	OXFORD SCIENCE PARK	OX	GB
GEOSIM SYSTEMS LTD	EUROPE / ASIA	PETACH TIKVA	..	IL

2011 Budget Questions By Councillor

Professional Service Consultants Hired YTD 2010 as of November 22, 2010

Consultant Name	Location	City	Prv	Ctr	Consultant Name	Location	City	Prv
244584 ALBERTA LTD	EDMONTON	EDMONTON	AB	CA	EDMONTON NORDIC SKI CLUB	EDMONTON	EDMONTON	AB
3D INTERACTIVE INC	EDMONTON	EDMONTON	AB	CA	EDMONTON PUBLIC SCHOOLS	EDMONTON	EDMONTON	AB
721805 ALBERTA LTD	EDMONTON	EDMONTON	AB	CA	EDUCATION IS THE WAY	EDMONTON	EDMONTON	AB
760947 ALBERTA LTD	EDMONTON	EDMONTON	AB	CA	EIDOS CONSULTANTS INCORPORATED	EDMONTON	EDMONTON	AB
A. LIU-SHUM PROFESSIONAL	EDMONTON	EDMONTON	AB	CA	EKOTA CENTRAL LTD.	EDMONTON	EDMONTON	AB
ACCENTURE INC	EDMONTON	EDMONTON	AB	CA	ELLEN COE	EDMONTON	EDMONTON	AB
AECOM CANADA LTD.	EDMONTON	EDMONTON	AB	CA	ENERMODAL ENGINEERING LIMITED	EDMONTON	EDMONTON	AB
AIR SHED SYSTEMS INC	EDMONTON	EDMONTON	AB	CA	EPCOR	EDMONTON	EDMONTON	AB
ALCEB AGRO	EDMONTON	EDMONTON	AB	CA	EXCEL RESOURCES SOCIETY	EDMONTON	EDMONTON	AB
AL-TERRA ENGINEERING LTD.	EDMONTON	EDMONTON	AB	CA	FOCUS COMMUNICATIONS SERVICES INC.	EDMONTON	EDMONTON	AB
AMEC EARTH & ENVIRONMENTAL	EDMONTON	EDMONTON	AB	CA	FOCUS CORPORATION	EDMONTON	EDMONTON	AB
AMG SOLUTIONS	EDMONTON	EDMONTON	AB	CA	FOLKMANN TIM	EDMONTON	EDMONTON	AB
ANIA SLECZKOWSKA	EDMONTON	EDMONTON	AB	CA	GAIL GRAVELINES	EDMONTON	EDMONTON	AB
AON CONSULTING INC	EDMONTON	EDMONTON	AB	CA	GEAR CONSULTING	EDMONTON	EDMONTON	AB
APPLICATIONS MANAGEMENT	EDMONTON	EDMONTON	AB	CA	GIANBYTE SOFTWARE	EDMONTON	EDMONTON	AB
APPLIED STRATEGIES	EDMONTON	EDMONTON	AB	CA	GLEN COWAN & ASSOCIATES REAL	EDMONTON	EDMONTON	AB
AQL MANAGEMENT CONSULTING	EDMONTON	EDMONTON	AB	CA	GOLDER ASSOCIATES LTD.	EDMONTON	EDMONTON	AB
AQUILA PRODUCTIONS INC	EDMONTON	EDMONTON	AB	CA	GRANT THORNTON LLP	EDMONTON	EDMONTON	AB
ARCHITECTURE ARNDT TKALCIC BENGERT	EDMONTON	EDMONTON	AB	CA	GREEN PLANET COMMUNICATIONS INC.	EDMONTON	EDMONTON	AB
ARMIN A. PREIKSAITIS & ASSOCIATES	EDMONTON	EDMONTON	AB	CA	HALKIER & DUTTON DESIGN	EDMONTON	EDMONTON	AB
ASSOCIATED ENGINEERING	EDMONTON	EDMONTON	AB	CA	HALVORSEN REALTY ADVISORS LTD	EDMONTON	EDMONTON	AB
AUTOMATED AQUATICS CANADA LTD	EDMONTON	EDMONTON	AB	CA	HANDELIT SERVICE MANAGEMENT INC.	EDMONTON	EDMONTON	AB
BANISTER RESEARCH & CONSULTING INC.	EDMONTON	EDMONTON	AB	CA	HARGREAVES AND ASSOCIATES LTD.	EDMONTON	EDMONTON	AB
BARR RYDER ARCHITECTS & INTERIOR	EDMONTON	EDMONTON	AB	CA	HATCH MOTT MACDONALD	EDMONTON	EDMONTON	AB
BEACH SUSAN	EDMONTON	EDMONTON	AB	CA	HERITAGE COLLABORATIVE INC.	EDMONTON	EDMONTON	AB
BECKETT CONSULTING	EDMONTON	EDMONTON	AB	CA	HFKS ARCHITECTS INC	EDMONTON	EDMONTON	AB
BLACKCOFFEE COMMUNICATIONS	EDMONTON	EDMONTON	AB	CA	HIP ARCHITECTS	EDMONTON	EDMONTON	AB
BPTC-DNW ENGINEERING LTD.	EDMONTON	EDMONTON	AB	CA	HOPE LEARNING SYSTEMS LTD.	EDMONTON	EDMONTON	AB
BUBALO PAINTING	EDMONTON	EDMONTON	AB	CA	HOWELL-MAYHEW ENGINEERING INC	EDMONTON	EDMONTON	AB
CALDER BATEMAN COMMUNICATIONS LTD	EDMONTON	EDMONTON	AB	CA	HR WORKS INC	EDMONTON	EDMONTON	AB
CAJI JAMES	EDMONTON	EDMONTON	AB	CA	IBI GROUP	EDMONTON	EDMONTON	AB
CANPRO RISK SOLUTIONS INC	EDMONTON	EDMONTON	AB	CA	IBIS COMMUNICATIONS INC	EDMONTON	EDMONTON	AB
CARDINAL STRATEGIC COMMUNICATION	EDMONTON	EDMONTON	AB	CA	IMPACT PROPERTY ADVISORS LTD	EDMONTON	EDMONTON	AB
CARLYLE AND ASSOCIATES LANDSCAPE	EDMONTON	EDMONTON	AB	CA	INDEPENDENT COMMISSIONING	EDMONTON	EDMONTON	AB
CHECKEL ENGINEERING INC.	EDMONTON	EDMONTON	AB	CA	INTEGRATED PERFORMANCE SYSTEMS INC	EDMONTON	EDMONTON	AB
CHINOOK MULTIMEDIA INC.	EDMONTON	EDMONTON	AB	CA	INTRINSIC DESIGN	EDMONTON	EDMONTON	AB
CHRIS RECHNER	EDMONTON	EDMONTON	AB	CA	ISL ENGINEERING AND LAND	EDMONTON	EDMONTON	AB
CHRISTIE COMMUNICATIONS LTD.	EDMONTON	EDMONTON	AB	CA	JAMES PROGITHIN INTERNATIONAL LTD	EDMONTON	EDMONTON	AB
COACHSID LTD	EDMONTON	EDMONTON	AB	CA	JOHN HUMPHREY CENTRE FOR	EDMONTON	EDMONTON	AB
COLIN PIQUETTE	EDMONTON	EDMONTON	AB	CA	KARA FAMILY RESOURCE CENTRE	EDMONTON	EDMONTON	AB
CONROY ROSS PARTNERS LIMITED	EDMONTON	EDMONTON	AB	CA	KEN TINGLEY	EDMONTON	EDMONTON	AB
CONTAVA	EDMONTON	EDMONTON	AB	CA	KING'S COURT PAINTING	EDMONTON	EDMONTON	AB
CREEKSIDE PSYCHOLOGY LTD.	EDMONTON	EDMONTON	AB	CA	KPMG LLP	EDMONTON	EDMONTON	AB
CRITICAL FUSION INTERACTIVE MEDIA	EDMONTON	EDMONTON	AB	CA	KRIS FRIESEN	EDMONTON	EDMONTON	AB
CT & ASSOCIATES ENGINEERING INC.	EDMONTON	EDMONTON	AB	CA	LBCOMMUNICATIONS INC.	EDMONTON	EDMONTON	AB
CULTURE SHIFT MARKETING INC.	EDMONTON	EDMONTON	AB	CA	LEGER MARKETING ALBERTA INC.	EDMONTON	EDMONTON	AB
CURRIE COMMUNICATIONS LTD.	EDMONTON	EDMONTON	AB	CA	LHAS CORP	EDMONTON	EDMONTON	AB
CURTIS GILLESPIE	EDMONTON	EDMONTON	AB	CA	LINDISFARNE PRODUCTIONS INC.	EDMONTON	EDMONTON	AB
CUT + PASTE DESIGN INC	EDMONTON	EDMONTON	AB	CA	LINDSAY DANILLER	EDMONTON	EDMONTON	AB
DANIEL S. MASON	EDMONTON	EDMONTON	AB	CA	LISA HAGEN	EDMONTON	EDMONTON	AB
DAVID MURRAY ARCHITECT	EDMONTON	EDMONTON	AB	CA	LITTLE BLUE BUG STUDIOS	EDMONTON	EDMONTON	AB
DBW CORPORATION	EDMONTON	EDMONTON	AB	CA	LRJ CONSULTING LTD.	EDMONTON	EDMONTON	AB
DBB CANADA	EDMONTON	EDMONTON	AB	CA	M.B. PERCY CONSULTING LTD.	EDMONTON	EDMONTON	AB
DEBORAH IT RESOURCING	EDMONTON	EDMONTON	AB	CA	MAGNA IV ENGINEERING	EDMONTON	EDMONTON	AB
DELOITTE INC	EDMONTON	EDMONTON	AB	CA	MARC & ASSOCIATES INCORPORATED	EDMONTON	EDMONTON	AB
DIALOG ALBERTA ARCHITECTURE	EDMONTON	EDMONTON	AB	CA	MARSHALL TITTEMORE ARCHITECTS	EDMONTON	EDMONTON	AB
DIETRICH CONSULTING LTD	EDMONTON	EDMONTON	AB	CA	MEDIATION & RESTORATIVE JUSTICE	EDMONTON	EDMONTON	AB
DOWNEY NORRIS & ASSOCIATES	EDMONTON	EDMONTON	AB	CA	MEYERS NORRIS PENNY LLP	EDMONTON	EDMONTON	AB
DR. UWE K. TERNER, PH.D.	EDMONTON	EDMONTON	AB	CA	NATIONAL GROWTH PARTNERS INC	EDMONTON	EDMONTON	AB
DST CONSULTING ENGINEERS	EDMONTON	EDMONTON	AB	CA	NICHOLS APPLIED MANAGEMENT INC.	EDMONTON	EDMONTON	AB
DSWK CONSULTING	EDMONTON	EDMONTON	AB	CA	NOR-ALTA ENVIRONMENTAL	EDMONTON	EDMONTON	AB
DUB ARCHITECTS LTD	EDMONTON	EDMONTON	AB	CA	NORINE PIKE	EDMONTON	EDMONTON	AB
DYNACOR COMMUNICATIONS INC	EDMONTON	EDMONTON	AB	CA	NORRIE & CO. PROFESSIONAL	EDMONTON	EDMONTON	AB
EARTHSCAPE CONSULTANTS	EDMONTON	EDMONTON	AB	CA	NTS ENTERPRISES LTD.	EDMONTON	EDMONTON	AB
EBA ENGINEERING CONSULTANTS LTD.	EDMONTON	EDMONTON	AB	CA	OA SOLUTIONS (AB) INC.	EDMONTON	EDMONTON	AB
ECO-TECHNICA INC	EDMONTON	EDMONTON	AB	CA	O'NEILL O'NEILL PROCINSKY	EDMONTON	EDMONTON	AB
EDMONTON ARTS COUNCIL	EDMONTON	EDMONTON	AB	CA	PERFECTING TOMORROW INC.	EDMONTON	EDMONTON	AB
EDMONTON CENTRE FOR RACE & CULTURE	EDMONTON	EDMONTON	AB	CA	PETER K. MARTIN, D.V.M. &	EDMONTON	EDMONTON	AB
EDMONTON ECONOMIC	EDMONTON	EDMONTON	AB	CA	PHH ARC ENVIRONMENTAL LTD.	EDMONTON	EDMONTON	AB

2011 Budget Questions By Councillor

Professional Service Consultants Hired YTD 2010 as of November 22, 2010 (continued)

Consultant Name	Location	City	Prv	Cr	Consultant Name	Location	City	Prv	Cr
PLUMBHEAVY DESIGN INC.	EDMONTON	EDMONTON	AB	CA	OGLOV BUSINESS DEVELOPMENT INC	ALBERTA	PENDER ISLAND	AB	CA
POPULUS COMMUNITY PLANNING INC.	EDMONTON	EDMONTON	AB	CA	PATRICIA PIDRUCHNEY	ALBERTA	VERMILION	AB	CA
PREET JANITORIAL & BLDG MAINTENANCE	EDMONTON	EDMONTON	AB	CA	RECYCLING COUNCIL OF ALBERTA	ALBERTA	BLUFFTON	AB	CA
PRICEWATERHOUSECOOPERS LLP	EDMONTON	EDMONTON	AB	CA	SAFE TRACKS GPS SOLUTIONS INC	ALBERTA	RED DEER	AB	CA
PUPPETUAL MOTION SOCIETY	EDMONTON	EDMONTON	AB	CA	SE DESIGN AND CONSULTING INC.	ALBERTA	COLD LAKE	AB	CA
QUALIMET INC.	EDMONTON	EDMONTON	AB	CA	SPARK CONSULTING SERVICES	ALBERTA	CALGARY	AB	CA
RAINBOW BRIDGE COMMUNICATIONS	EDMONTON	EDMONTON	AB	CA	2021945 ONTARIO INC-C.O.B.	CANADA	LONDON	ON	CA
READ JONES CHRISTOFFERSEN LTD.	EDMONTON	EDMONTON	AB	CA	6745695 CANADA INC	CANADA	MONTREAL	QC	CA
RED THE AGENCY	EDMONTON	EDMONTON	AB	CA	ATHLETICA SPORT AND RECREATION	CANADA	BURNABY	BC	CA
S.M.A. CONSULTING LTD.	EDMONTON	EDMONTON	AB	CA	COBALT DESIGN AND MANAGEMENT	CANADA	TORONTO	ON	CA
SAMENG INC.	EDMONTON	EDMONTON	AB	CA	DMD & ASSOCIATES LTD	CANADA	SURREY	BC	CA
SATORI CONSULTING LTD	EDMONTON	EDMONTON	AB	CA	GEOWARE INC.	CANADA	WATERLOO	ON	CA
SCHAEFFER ANDREW LTD.	EDMONTON	EDMONTON	AB	CA	GREG HUCULAK	CANADA	VANCOUVER	BC	CA
SHELTERBELT ARCHITECTURE	EDMONTON	EDMONTON	AB	CA	IBM CANADA LTD.	CANADA	MARKHAM	ON	CA
SIERRA SYSTEMS GROUP INC.	EDMONTON	EDMONTON	AB	CA	INNOVATIVE RESEARCH GROUP	CANADA	TORONTO	ON	CA
SIMON RENOUF PROFESSIONAL	EDMONTON	EDMONTON	AB	CA	INTERIS CONSULTING INC.	CANADA	OTTAWA	ON	CA
SOLES AND COMPANY INC	EDMONTON	EDMONTON	AB	CA	J.R. HUGGETT CO.	CANADA	SURREY	BC	CA
STANTEC CONSULTING LTD.	EDMONTON	EDMONTON	AB	CA	JEM SYSTEMS INC	CANADA	TORONTO	ON	CA
STIMULANT STRATEGIES INC.	EDMONTON	EDMONTON	AB	CA	LEADERSHIP INSIGHT INC	CANADA	OAKVILLE	ON	CA
T.G.A. THINK GREEN ALBERTA LTD.	EDMONTON	EDMONTON	AB	CA	LONGWOODS INTERNATIONAL	CANADA	TORONTO	ON	CA
TEJWANT K CHANA	EDMONTON	EDMONTON	AB	CA	MCKELLAR ASSOCIATES LIMITED	CANADA	TORONTO	ON	CA
THE CRAIG TOWERTON GROUP LTD.	EDMONTON	EDMONTON	AB	CA	MEDIA PROFILE INC.	CANADA	TORONTO	ON	CA
THE GOVERNORS OF THE UNIVERSITY	EDMONTON	EDMONTON	AB	CA	MGM MANAGEMENT	CANADA	OSOYOOS	BC	CA
THE PERFORMANCE GROUP OE INC	EDMONTON	EDMONTON	AB	CA	NAPA NETWORKS INC	CANADA	OTTAWA	ON	CA
THE WORKS INTERNATIONAL VISUAL	EDMONTON	EDMONTON	AB	CA	OMNIRIM SOLUTIONS INC.	CANADA	VANCOUVER	BC	CA
THINKPERIOD CORPORATION	EDMONTON	EDMONTON	AB	CA	ONLINE LEARNING ENTERPRISES INC	CANADA	LONDON	ON	CA
THURBER ENGINEERING LTD.	EDMONTON	EDMONTON	AB	CA	PERRAM CONSULTING INC.	CANADA	KANATA	ON	CA
TOYBOX MEDIA INC	EDMONTON	EDMONTON	AB	CA	PERSAUD AND LYON INC.	CANADA	TORONTO	ON	CA
TRINITY CONSULTING SERVICES LTD	EDMONTON	EDMONTON	AB	CA	PHIL VON FINCKENSTEIN	CANADA	OTTAWA	ON	CA
TSE & ASSOCIATES	EDMONTON	EDMONTON	AB	CA	RGS RESOURCES INC.	CANADA	MISSISSAUGA	ON	CA
UNIVERSITY OF ALBERTA	EDMONTON	EDMONTON	AB	CA	RICHARD MACDONALD	CANADA	RICHMOND	BC	CA
URBAN SYSTEMS LTD.	EDMONTON	EDMONTON	AB	CA	SAP CANADA INC	CANADA	TORONTO	ON	CA
VISION CREATIVE INC	EDMONTON	EDMONTON	AB	CA	SECURRIS INC	CANADA	WINNIPEG	MB	CA
WILLIAM E SEVCIK PROFESSIONAL	EDMONTON	EDMONTON	AB	CA	SOLUTIONIA SDO LIMITED	CANADA	OAKVILLE	ON	CA
WORLEYPARSONS CANADA LTD.	EDMONTON	EDMONTON	AB	CA	SUPPLY CHAIN ALLIANCE PARTNERS	CANADA	MARKHAM	ON	CA
YELLOW PENCIL INC.	EDMONTON	EDMONTON	AB	CA	TELUS	CANADA	OTTAWA	ON	CA
AMOR CONSULTING INC.	GREATER EDMONTON	SHERWOOD PARK	AB	CA	THE ACTIVE NETWORK LTD.	CANADA	BURNABY	BC	CA
BLACKWELL MANAGEMENT GROUP INC	GREATER EDMONTON	SHERWOOD PARK	AB	CA	TIM REEVE CONSULTING INC	CANADA	VANCOUVER	BC	CA
CANN WRITE PROFESSIONAL SERVICE	GREATER EDMONTON	FORT SASKATCHEWAN	AB	CA	TINA LOPES	CANADA	TORONTO	ON	CA
CONTRASPEC DESIGN LTD	GREATER EDMONTON	SHERWOOD PARK	AB	CA	TNS CANADIAN FACTS INC	CANADA	VANCOUVER	BC	CA
CRITICAL LINK MANAGEMENT GROUP	GREATER EDMONTON	STONY PLAIN	AB	CA	TRANSMISSION HOLDING INC	CANADA	VANCOUVER	BC	CA
G2 MANAGEMENT CONSULTING INC	GREATER EDMONTON	STURGEON COUNTY	AB	CA	WESTERN INFORMATION	CANADA	SASKATOON	SK	CA
INRHODES LEARNING INC	GREATER EDMONTON	SPRUCE GROVE	AB	CA	WESTERN MANAGEMENT CONSULTANTS	CANADA	TORONTO	ON	CA
JADA SOLUTIONS(HSE)INC	GREATER EDMONTON	SHERWOOD PARK	AB	CA	WILLIAM C. GIBSON	CANADA	UXBRIDGE	ON	CA
KAET CORBOULD	GREATER EDMONTON	ST ALBERT	AB	CA	ALMY GLOUDEMANS JACOBS & DENNE	UNITED STATES	PHOENIX	AZ	US
KOAR CONSULTING LTD	GREATER EDMONTON	MORINVILLE	AB	CA	BIONOVA NATURAL POOLS	UNITED STATES	HACKETTSTOWN	NJ	US
L.W COLLINS CONSULTING LTD	GREATER EDMONTON	SHERWOOD PARK	AB	CA	CRANDALL ARAMBULA PC	UNITED STATES	PORTLAND	OR	US
LOIS JACK	GREATER EDMONTON	SHERWOOD PARK	AB	CA	Diebold Enterprise Security,	UNITED STATES	WHITE PLAINS	NY	US
MARILYN OGRONICK	GREATER EDMONTON	ST ALBERT	AB	CA	EMPOWERED HOLDINGS LLC	UNITED STATES	ST ALBANS	VT	US
MERIDIAN COMMUNICATION INC	GREATER EDMONTON	ST ALBERT	AB	CA	ENVIRO-SERVICES & CONSTRUCTORS INC	UNITED STATES	BROOKFIELD	WI	US
NVNG SYSTEMS INC	GREATER EDMONTON	SHERWOOD PARK	AB	CA	HDR ENGINEERING INC	UNITED STATES	BELLEVUE	WA	US
R.L.M. CONSULTING & CONTRACTING	GREATER EDMONTON	SHERWOOD PARK	AB	CA	INFLECTION NETWORK LLC	UNITED STATES	FORT COLLINS	CO	US
RAM MECHANICAL LTD.	GREATER EDMONTON	ST ALBERT	AB	CA	INFOPRO WORLDWIDE INC	UNITED STATES	MONMOUTH JN	NJ	US
RICK BOHACHYK	GREATER EDMONTON	FORT SASKATCHEWAN	AB	CA	MONTANA STATE UNIVERSITY	UNITED STATES	BOZEMAN	MT	US
SYZGY CONSULTING GROUP INC	GREATER EDMONTON	SHERWOOD PARK	AB	CA	PRIORITY DISPATCH CORPORATION	UNITED STATES	SALT LAKE CITY	UT	US
THE LITTLE PUBLIC RELATIONS	GREATER EDMONTON	SPRUCE GROVE	AB	CA	STASTNYBRUN ARCHITECTS INC.	UNITED STATES	PORTLAND	OR	US
VENTURE RESEARCH & DEVELOPMENT INC	GREATER EDMONTON	ST ALBERT	AB	CA	THIMGAN AND ASSOCIATES	UNITED STATES	LA JUNTA	CO	US
BERCHA ENGINEERING LIMITED	ALBERTA	CALGARY	AB	CA	VEOLIA TRANSPORTATION INC	UNITED STATES	LOMBARD	IL	US
CERTIFIED IRRIGATION DESIGN	ALBERTA	LINDEN	AB	CA	VESTA PARTNERS LLC	UNITED STATES	STAMFORD	CT	US
CH2M HILL CANADA LIMITED	ALBERTA	CALGARY	AB	CA	STIFTELSEN SINTEF	EUROPE / ASIA	NORWAY	..	NO
CLEARSTONE ENGINEERING LTD	ALBERTA	CALGARY	AB	CA					
CLIMATE CHANGE CENTRAL	ALBERTA	CALGARY	AB	CA					
GENIVAR CONSULTANTS LP	ALBERTA	RED DEER	AB	CA					
GROUP2 ARCHITECTURE	ALBERTA	RED DEER	AB	CA					
HAY GROUP LTD	ALBERTA	CALGARY	AB	CA					
J AND B ENGINEERING (ALBERTA) INC.	ALBERTA	CALGARY	AB	CA					
MARILYN STECYK & ASSOCIATES INC.	ALBERTA	JASPER	AB	CA					
MMM GROUP LIMITED	ALBERTA	CALGARY	AB	CA					
ODGERS BERNDTSON	ALBERTA	CALGARY	AB	CA					

Program: Public Transit

Asked By: Councillor Diotte

Question #: 11-235

Budget Page #:

Proposed transit fare hikes are expected to cost the city a drop in ridership of 600,000. What is the

2011 Budget Questions By Councillor

forecast on when and if these rides/riders will be recouped?

Question Answer:

We can not say for certain what portion of additional riders that occurs could be attributed to the original loss of ridership due to the fare increase. We do forecast increase ridership in 2010 – 2012 in the amount of 3M.

Based on customer behaviour generally when they leave because of price, they have found another option that works for them and they don't often come back. We also have no way of knowing if a ridership increase was from customers that left and came back or new riders.

Program: Homeless Commission

Asked By: Councillor Diotte

Question #: 11-236

Budget Page #:

Please provide the total amount of money spent on homelessness in '09, '10 and proposed for '11. Please include staff salaries of employees who deal with the issue, the cost of advertising campaigns, consultation campaigns, operation costs of buildings etc. Please also detail the number of housing units created each year to help solve the homelessness problem.

Question Answer:

The Edmonton Homeless Commission oversees the implementation of A Place to Call Home - Edmonton's 10 Year Plan to End Homelessness. It is responsible for championing the Plan; advocating for policy, program and resources to implement the Plan; focusing public attention and enlisting public support for the Plan; addressing barriers to the implementation of the Plan; reporting on outcomes; and maintaining momentum over the life of the Plan. It does not directly build, purchase, rent or operate any housing units for the homeless.

The total tax levy supported expenses for the Commission in '09 were approximately \$162,000, inclusive of salaries and benefits. A Provincial grant of \$200,000 offset other expenses.

In 2010, the total costs to support the work of the Commission are projected to be approximately \$500,000, inclusive of salaries and benefits.

The proposed 2011 budget for the Commission is \$578,000, inclusive of salaries and benefits.

In addition, the City since 1999 has provided approximately \$1.2 million annually to the Homeward Trust (nee Edmonton Housing Trust Fund) to address housing needs along the housing continuum, including homelessness, identified in the Community Plan. Homeward Trust also administers federal and provincial funding to address homelessness.

Since the adoption of Edmonton's 10 Year Plan to End Homelessness and the Provincial 10 Year Plan, the focus has been on housing first. Basically this means that the most effective way to address homelessness is to provide people with the stability of a safe home, and then provide them with the necessary support services for them to retain their housing. Virtually all of the 424 housing units secured for the homeless in 2009 and the 480 units in 2010 are in privately owned rental apartment buildings dispersed throughout the community. The Province has provided \$13.5 million in 2010/11 for outreach and support services in Edmonton to help these formerly homeless persons to be successful in their new homes.

2011 Budget Questions By Councillor

Additionally, the Province in the 2009/10 and 2010/11 fiscal years allocated \$100 million province wide for the construction of housing units for the homeless. In the first fiscal year \$38.6 million of provincial grant funding was provided for ten Edmonton based projects totaling 379 units.

Program: *Corporate Services*

Asked By: *Councillor Diotte*

Question #: *11-237*

Budget Page #:

Please provide the amount of money spent in 2009, 2010 and budgeted for 2011 on all overtime by the City including money paid to city staff or contracted staff.

Question Answer:

2011 Budget Questions By Councillor

Overtime Results			
(in \$000's)	2011 Budget	2010 Sept. YTD	2009 Actuals
Asset Mgmt. & Public Works			
Corporate Properties	651	562	709
Parks	947	799	1,360
Waste Management	877	916	491
Drainage Services	6,972	5,729	8,226
Capital Construction	706	974	714
Community Services			
Fire Rescue	1,242	921	1,141
Emergency Medical Services*	-	-	532
Community Facility Services	360	350	350
Neigh. & Community Dev.	62	46	53
Corporate Services			
Corporate Services	822	886	1,075
Fleet Services	1,139	1,576	2,366
Finance & Treasury	128	201	239
Mayor and Council	3	1	3
Office of the Deputy City Manager	73	51	87
Planning & Development			
Current Planning	215	518	237
Planning, Policy & Other	75	144	163
Assessment & Taxation	98	27	70
Housing	3	3	3
Police Services	8,921	6,684	7,831
Transportation			
Transportation Systems	5,259	5,121	7,927
Public Transit	4,333	4,401	4,789
Edmonton Public Library	56	73	70
Vehicle for Hire Commission	4	10	9
Total Overtime Results	32,946	29,993	38,445

*Emergency Medical Services was transitioned to Alberta Health Services as of April 1, 2009.

Program: *Transportation Systems*

Asked By: *Councillor Diotte*

Question #: *11-238*

Budget Page #:

2011 Budget Questions By Councillor

Police aim to raise \$5.3 million more in revenue via electronic speed enforcement in the proposed 2011 budget. Please provide an estimate on the total number of increased photo radar tickets, red light camera tickets and speed-on-green tickets that need to be issued in order to meet the \$5.3 million target. Provide the total number of tickets issued in '08, '09, '10 via photo radar, red light cams and speed-on-green devices. Please detail the anticipated reduction in accidents, injuries and deaths in 2011 (compared to 2009 2010) due to the increase in electronic enforcement.

Question Answer:

History

The City of Edmonton, through the Edmonton Police Service initiated the use of automated enforcement for red light violations at intersections in the early 90's. The program targeted 60 high collision intersection sites, with 24 cameras that were deployed on a rotational base. Edmonton has one of the highest per capita rates for collisions of all major cities, with over 50% of collisions occurring in intersections, which result in approximately 66% of fatalities and injuries. In 2006, the Edmonton Police Commission conducted an extensive peer review of the red light camera enforcement system in Edmonton which concluded that the program provided traffic safety benefits. The study is available for review on the Edmonton Police Commission website.

In 2007, through a decision of City Council, automated enforcement revenue is now received directly by the City of Edmonton. Through the budget process, the revenue received, funds the equipment and operation of the entire traffic safety program including photo enforcement, intersection safety cameras, as well as costs for ticket processing. The Province of Alberta has indicated that funds generated from automated enforcement are to be used to offset program costs and support traffic safety initiatives. Traffic safety in general includes education, engineering, enforcement and evaluation of traffic safety programs.

The City of Edmonton Office of Traffic Safety is now responsible for the management of all automated enforcement equipment, analysis of collisions, and recommendations for placement of intersections safety camera equipment. The Edmonton Police Service maintains sole responsibility for all automated enforcement deployment including final approval of intersection safety camera enforcement sites. The City of Edmonton Finance Section is now in the process of developing through an RFP the system for ticket processing. All costs affiliated with the operation of the automated enforcement program are charged back to the revenues generated from enforcement.

Recommendations for intersection safety cameras are based on collision safety factors which are the leading methodology in transportation research and practice. The City of Edmonton automated enforcement model has been identified as a best practice for the National Highway Transportation Safety Administration manual. The automated enforcement programs in Edmonton are part of a broader Speed Management Continuum which includes all the elements of traffic safety from education, to engineering, enforcement, and evaluation. The Office of Traffic Safety and its partners use an evidence based approach to traffic safety that includes the collection of traffic related data like speed, vehicle classification, and other related data sets to inform leading or best practice. The Province of Alberta, Solicitor General's Office which is responsible for auditing provincially approved automated enforcement programs according to the provincial guidelines has recognized the Edmonton program as leading in the Alberta.

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Implementation of Intersection Safety Cameras and mobile photo enforcement (Digital)

In January of 2009, the Province of Alberta introduced legislation to permit the use of red light and speed through intersection safety devices. The Edmonton Police Service directed that the wet film red light camera detection equipment be upgraded to the new digital dual enforcement red light and speed through intersection cameras. This transition took place throughout the summer of 2009 with the old system being replaced and phased out by the end of June. The new system included the installation of 25 intersection safety cameras in 2009, and a further 25 intersection safety cameras in 2010. Due to the limited construction season in Edmonton, the intersection safety camera hardware is installed in the summer and activated as time permits throughout the fall and early winter. This results in limited enforcement in the first year an intersection safety camera system is installed.

The transition of mobile photo enforcement from wet film to digital technology was also undertaken at the same time. The enforcement capacity of mobile units was expanded over the past year and a half to ten covert units, and four marked community speed enforcement units. The staffing and deployment of these units rests directly with the Edmonton Police Service and falls within the prescribed guidelines established by the Province of Alberta.

Extensive research done to date in Australia, Netherlands, France, and the United Kingdom scientifically supports the use of automated enforcement technology in reducing the prevalence of collisions in their jurisdictions. The Edmonton International Urban Traffic Safety conference held annually in April in Edmonton showcases these best practices in traffic safety and the related reduction in fatalities, injuries, and collisions. All these jurisdictions reinvest revenue generated by automated enforcement into covering associated costs, and then traffic safety initiatives.

Collision profile and costs

In 2008, the City of Edmonton experienced 29,072 collisions which included 28 fatal collisions, 4,755 injury collisions and the balance property collisions. This resulted in 29 fatalities and 6,846 injuries. Collisions at intersections made up 47.2% of total collisions and resulted in 4,073 of the above noted injuries. This was a decrease of 15.8% from injuries reported in 2007. The severity of damage in collisions dropped from 106 million worth of property damage in 2007 to 97 million in 2008.

In 2009, the City of Edmonton experienced 28,832 collisions which included 29 fatal collisions, 3,962 injury collisions and the balance property collisions. This resulted in 32 fatalities and 5,203 injuries. Collisions at intersections made up 45.6% of total collisions and resulted in 3,435 of the above noted injuries. This was a decrease of 17% from injuries reported in 2008. The severity of damage in collisions dropped from 97 million worth of property damage in 2008 to 88 million in 2009.

In 2010, the City of Edmonton has presently experienced (January to September) a 5.6% drop in collisions, and a 12.1% drop in injury and fatal collisions. These figures are time specific and have not been statistically validated, however represent the change to date from 2009 to 2010.

The Capital Region Intersection Safety Partnership (CRISP) of which Edmonton is a part of

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determined that in 2007, just under 1\$ Billion in direct costs were attributed to preventable collisions in the capital region. The study is available on the CRISP website and provides a comprehensive review of the collision costs from several models. These direct costs contribute substantial direct expense to the City of Edmonton tax payer to provide emergency services response like fire and police resources and indirect costs for ambulance and health services.

Targeted collision reductions for 2011-2015

A joint traffic safety draft plan between the Edmonton Police Service and the Office of Traffic safety has identified a potential target of a 5% reduction in collisions per year for the next five years (2011-2015). The draft plan has been submitted for review and approval by the Edmonton Police Service, the Edmonton Police Commission, the Transportation Department, and the Transportation and Publics Works committee of City Council.

Traffic Tickets issued

Photo radar tickets *

2008 207,219

2009 151,690

2010 174,629 (10 months)

* Not all tickets issued are paid. An estimated average per ticket is \$121

Intersection Safety Cameras (Red light and Speeding)*

2008 12,067 (red light only)

2009 14,364 (red light only)

2010 144,919**

*Not all tickets issued are paid. An estimated average per ticket is \$129

**Includes both red light and speeding violations

The additional revenue forecast for 2011 is primarily from more intersection safety tickets being issued in 2011 based on the increase in intersection safety camera enforcement sites that have become active in late 2010.

Program: Office of the Deputy City
Manager

Asked By: Councillor Diotte

Question #: 11-239

Budget Page #:

Please provide the total amount of money the city spent on public consultations in '09, '10 and proposed for '11. Include such items as staff salaries, overtime, advertising, legal costs, hosting costs, rentals, etc.

Question Answer:

Please refer to response in question 11-012.

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Program: Arts Council

Asked By: Councillor Henderson

Question #: 11-001

Budget Page #:

What funding is necessary to catch us up to the deferred portions of the Art of Living recommendations and what funding would be needed over the next three years to fully fund the Art of Living recommendations. What are the benefits of increasing the pace of our investment in the Art of Living and the Arts industry?

Question Answer:

Dealing only with the 17 Arts Recommendations in the Art of Living and not the Heritage Recommendations, the Art of Living Implementation Plan identifies \$2.6 million in additional annual on-going City funding required to implement the recommendations. This was the projection in 2008. Subsequent updates and new opportunities bring the total closer to \$5 million of additional annual on-going funding. This funding would be applied to goals including:

- a. increased direct investment in a wide-ranging portfolio of arts and cultural activities and industries including non-profit and for profit organizations, individual artists and arts entrepreneurs. This includes providing continuing City investment in initiatives started since 2008 and funded via other channels that the EAC, e.g., the winter festival programs and Festival of Ideas.
- b. education and mentorship programs.
- c. community/arts integration projects with community examples being seniors, youth-at-risk, immigrants and newcomers, and community leagues.
- d. economic development and civic projects involving arts and cultural components.

The recession slowed down the implementation of the Art of Living and it is becoming crucial to move on it or the momentum built during the development of the plan, which has received strong, enthusiastic support from the arts community as well as the City, will be lost. It is a case of doing things well enough right now in the arts in Edmonton but there is clear potential to do things at a much higher level - at a level that will be a profound catalyst in the city-transforming projects being considered by this City Council.

Program: Arts Council

Asked By: Councillor Henderson

Question #: 11-002

Budget Page #:

Given that the service agreement between the City of Edmonton and the Edmonton Arts Council is due for renewal, is there a better way to align the agreement with the way the Arts Council is funded to ensure our efforts are an efficient investment in the arts as a crucial industry in this City.

Question Answer:

The existing Service Agreement between the City and the EAC expires at the end of 2010. It is the third renewal of the terms substantially established in the original 1996 agreement. It identifies specific deliverables to the City by the Arts Council including:

- a. directing the City investment grants in the arts

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- b. advising the City on the development and review of arts related civic policies and procedures
- c. providing information and perspective on arts issues in the city
- d. providing information and perspective related to civic programs with an arts component, e.g., the development of the City's Senior's Charter, vitalization of Churchill Square
- e. participating in special projects with a significant arts component for the City, e.g., the Cultural Capital of Canada 2007 program, the current Winter Festival initiative.

The service agreement works in conjunction with the annual City operating budget that provides funding for the Arts Council programs and further specifies the amount of funding for many of those programs. Currently, there are 8 distinct lines in the City Operating Budget related to the Arts Council.

The advantage of this position (of specifying the exact amount of funds the Arts Council must invest in specific types of activities), is clarity on the City's priorities and expectations. It is also a means of placing controls on Arts Council activities - controls that were deemed prudent in the first years of operations of the Arts Council.

The disadvantage is there is little or no possibility for flexibility and opportunities can be missed. A consequence of this is worthy projects that meet emerging opportunities have been funded directly by City Council using other sources of funds.

If the City were to allocate a total funding amount to the EAC, the EAC would specify, after consultation with all stakeholders including the City and arts community, an annual range of the amounts the EAC would invest in the various activities and opportunities as outlined in our response to question #11-001

Accountability for EAC programs is through the EAC Annual Report and regular contact with Administration and Council through Council reports on recommended investment grants, policy/procedure reports as requested by Council. In addition, the City, in the service agreement, has the right to audit the Arts Council at any time.

Program: *Arts Council*

Asked By: *Councillor Henderson*

Question #: *11-003*

Budget Page #:

Given that this is the final year in our year three winter festival seed project, what are the recommendations for how to continue the momentum in our winter festival events into the longer term future and what funding and mechanisms for funding would best achieve these ends.

Question Answer:

Winter Light Festival has been supported by Council for the past two years at \$750,000 per year. This funding is expected to continue into 2011 with \$275,000 required.

A Winter Light 2011-2017 report has been completed by the EAC. It includes recommendations for post-2011 that combine support for winter festivals and celebrations, links to other related

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winter city initiatives, and a marketing and communications strategy for Edmonton as a leading northern winter city. Total funding to enact this is forecast as \$750,000 per annum over the next five years.

As indicated in the answer to question #11-001, the major increase of funds to the Arts Council would provide adequate funds to support this winter festival development over the next five years - no additional funds would be required.

Over the past three years, there has been as predicted, significant growth in Ice on Whyte, Silver Skate and Deep Freeze festivals as well as a number of smaller community based winter celebrations. Winter Light has also established itself as a separate festival organization independent of the Arts Council and intends to produce events in 2012 and beyond after the seed project is completed.

Winter festival activities should continue to be developed as a part of Edmonton's winter city initiative - a combination of celebration, urban design, environmental design, etc.

Program: Office of the Deputy City Manager **Asked By:** Councillor Henderson **Question #:** 11-004

Budget Page #:

At the request of Council, Administration has been providing increased animation of Churchill Square outside of festival and special event activities. Please provide complete details of these activities and/or events, including the total cost breakdown. And if ongoing programming of Churchill Square were to continue into 2011, what is the projected operating cost.

Question Answer:

Increased casual animation of Sir Winston Churchill Square has been supported during 2010 through a variety of initiatives. These have included: installation of a temporary skate board park, programmed activities, an improved physical environment and by inviting new vendors to the site. The skate park was installed from May 21 – June 30 and August 11 – August 26 on 102 A Avenue in front of City Hall and attracted approximately 630 users. Community Services Department funded this project from existing 2010 operating budgets; costs including site supervisory staff, installation and security were approximately \$22,000. Additional youth activities on the Square were supported through the placement of basketball hoops during the year as well as by organizing a youth basketball tournament in August. This one day event attracted 227 participants.

Programming for casual activities occurred on 27 additional days between August 10 and October 2, 2010 and was advertised as the "Live at Lunch Program". The activities consisted of a variety of recreational opportunities (yoga classes, Zumba), entertainment (musicians and bands), educational programs (vermicomposting) and children's activities (green shack program). To support these programs and as well as encourage people to sit, relax and watch the other activities in the Square, a more inviting atmosphere was created. This was done through the addition of bistro style chairs and tables along with additional flower filled planters to create shaded sitting areas.

Over this period a number of new food vendors were encouraged to take up residence in the Square. On average there were four vendors per week offering a variety of foods from waffles to hot dogs. In addition, several craft vendors used the space to market their products.

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The additional activities and new amenities attracted up to 200 – 250 people a day at lunch (total number of casual users per day was higher). From casual observation this appeared to be about two to three times the number of people who would turn up on a sunny day with no activities in the Square.

These additional casual activities were funded out of existing 2010 operating budgets for a total of \$52,000.

To continue and build upon the success of this year's programming activities, operating funding will be required in 2011. The increased operating funds will provide for more planned activities over a wider range of days and times, and are estimated to be \$300,000. This has not been included in the 2011 budget, and the project is currently unfunded.

Program: *Neighbourhood & Community Development*

Asked By: *Councillor Henderson*

Question #: *11-005*

Budget Page #:

In 2010 Council voted to take 1 million of the money freed up by the Provincial Government when the Province took over funding of after school care, and use it as a one time fund to deal with the emergent issues faced by revenue shortfalls created by the recession in non profit social service agencies. The Community Service report 6.7 at the November 15th meeting showed how all of the million dollars was given out to various agencies from large to small. It is my understanding that all of this funding was to allow them to sustain existing programming that was at risk due to revenue shortfalls created externally by the effects of the recession.

At present there is no provision in the current budget to repeat these grants. In this following year have circumstances changed for these agencies? To what extent have their funding levels returned to where they were in prior years and if they have not what options are available to ensure that there is no cut in ongoing programs to make up the shortfall. Please give as much as possible a sense of the dollar value of the shortfall and what kind of programs may be in jeopardy. Also, do we have any figures on how much the demand on the services of these agencies has increased or decreased over the past year?

Question Answer:

The \$1 million fund that was made available for agencies to use to offset unanticipated funding shortfalls was provided in 2010 through funding available from the one-time tax levy funding for City Council in the 2010 budget process.

Agencies were informed at the beginning of the funding process for the 2011 FCSS funding cycle that no additional funds would be made available, however, funding requests still totalled \$1.17 million more than what was budgeted. Agencies requested these additional funds just to maintain current service levels and to meet increased operating costs. Other funders in Edmonton have indicated they are not expecting an increase in the grant amounts they will be providing for 2011, either, so the sector will be faced with escalating costs and demand for services, with no additional dollars. It is difficult to determine what kinds of programs may be in jeopardy. During the application process used to allocate the \$1 million one time funding the diversity of agencies that requested support was significant. Staff do not report that any one particular segment of the not for profit sector is at risk any more or less than any other segment, however, research has shown that smaller agencies are the most vulnerable during times of economic downturn.

In terms of other options, a survey of not for profit organizations that had been conducted by the

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Edmonton and Calgary Chambers of Voluntary Organizations had asked the question: "If your organization's total revenues are lower than last year, how will you adjust your operations?" 57% of the respondents indicated that they would seek new funding.

The funded agencies reported 165,067 clients served in 2009 an increase of 30,603 (22%) over 2008. This is the most recent data available.

2011 Budget Questions By Councillor

Program: *Waste Management*

Asked By: *Councillor Krushell*

Question #: *11-098*

Budget Page #:

Explain increase in bad debt allocations.

Question Answer:

It is assumed that the question references the explanation of increases in Customer Billing Services shown on Page 20. The conversion of Waste Management to a utility increased the revenue generated from the monthly user fee billed by EPCOR (previously a portion of the waste management fee was collected through property taxes). This in turn increased Waste's proportionate share of bad debt expense, as this is allocated based on revenue among EPCOR's utility associates, including Waste, Drainage, and EPCOR's Energy, Water and Gold Bar operations. As a percentage of revenue bad debt costs were 0.41% in 2009 (\$352,000 in bad debt on a revenue base of \$86.8 million).

2011 Budget Questions By Councillor

Program: *Budget Office*

Asked By: *Councillor Leibovici*

Question #: *11-047*

Budget Page #:

Can you provide the percentage increase and dollar increase in provincial and federal income tax for the last 9 years for incomes of 50,000; 75,000 and 100,000?

Question Answer:

2011 Budget Questions By Councillor

The table below shows the dollar and percentage increase in federal and provincial income taxes for the taxable income of \$50,000, \$75,000 and \$100,000 for the last 9 years inflated by Edmonton's CPI.

Provincial and Federal Income Taxes

<u>Taxable Income</u>	<u>2002</u>	<u>2010</u>	<u>\$ Change</u>	<u>% Change</u>
\$50,000	14,100	17,000	2,900	20.6%
\$75,000	22,600	27,400	4,800	21.2%
\$100,000	31,600	38,500	6,900	21.8%

The following assumptions were used to calculate the percentage increase in provincial and federal income taxes for the last 9 years:

- Taxable income of \$50,000, \$75,000, and \$100,000 was used as a starting point in 2002 and adjusted for inflation using Edmonton's CPI for every year;
- Federal and provincial tax rates and taxable income thresholds are based on Canada Revenue Agency information.

The table below is based on information from the Statistics Canada, Household Spending Survey and provides the details on average household taxes from 2002 to 2008.

Average Household Spending in Edmonton, Taxes, 2002-2008

Statistics Canada, Household Spending Survey

Year	Federal Income Tax	Provincial Income Tax and School Tax	Municipal Property Tax	Total Tax
2002	9,971	4,066	784	14,821
2008	<u>14,296</u>	<u>5,764</u>	<u>875</u>	<u>20,935</u>
Change \$	4,325	1,698	91	6,114
Change %	43.4%	41.8%	11.6%	41.3%

Overall, the average household spending on taxes in Edmonton increased by 41.3% from 2002 to 2008. Federal Income tax paid by an average household increased by 43.4%, provincial taxes increased by 41.8%, and municipal property tax increased by 11.6%.

Program: *Assessment & Taxation*

Asked By: *Councillor Leibovici*

Question #: *11-048*

Budget Page #: *5*

2011 Budget Questions By Councillor

Can you provide the impact of the proposed tax increase for homes valued at \$350,000, \$500,000 and \$750,000 in different neighborhoods.

Question Answer:

The assessed values for the 2011 tax year were not finalized as of the submission date of this response. Therefore, the overall residential market value change and average neighbourhood impacts are not known. The assessment information, average market value change as well as average change per neighbourhood, will be provided as part of the 2011 property assessment notice mail out scheduled for January 4, 2011.

The following table illustrates the 2010 municipal tax levy as well as the municipal tax impact based on a 5% (2% neighbourhood renewal and 3% general) budget increase for residential properties valued at \$350,000, \$500,000 and \$750,000 for the 2010 tax year that realize the typical market value change for the 2011 tax year.

2010 Assessed Value	2010 Municipal Tax (in dollars*)	2011 Municipal Tax Based on 2% + 3% Increase (in dollars*)	Net Annual Municipal Tax Change (in dollars*)	Net Monthly Municipal Tax Change (in dollars*)
350,000	1,656	1,739	83	7
500,000	2,365	2,483	118	10
750,000	3,548	3,725	177	15

Program: Budget Office

Asked By: Councillor Leibovici

Question #: 11-049

Budget Page #: 13

2011 Budget Questions By Councillor

Can you explain the "reduction" in the Net Operating Requirement of 50.6m. Has there not been increases of revenue i.e. \$10m franchise fee; 2.1m photo enforcement, current planning \$3m etc. the actual reductions in expenditures are 23.5 m. Is this correct?

Question Answer:

Net Operating Requirement is defined as the difference between Expenditures and Revenues. If the revenue increases, it reduces the net operating requirement. If the expenditures are reduced, this also results in a reduction to the net operating requirement. According to the 2011 Service and Budget Review Summary, page 13, Revenue increase strategies resulted in \$27.1 million and expenditure reductions resulted in \$23.5 million. This reduced the net operating requirement by \$50.6 million. In the absence of these strategies, the tax levy requirement would have increased by \$50.6 million.

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: *11-050*

Budget Page #: *26*

What is the total cost of shared services and Control Management allocations to the Drainage and Waste Management Utilities?

Question Answer:

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The 2011 budgeted Shared Services and Central Management allocation to Waste Management is \$5.550 million and to Drainage Services \$11.307 million, for a total of \$16.857 million.

Program: *Building Great Neighbourhoods*

Asked By: *Councillor Leibovici*

Question #: *11-051*

Budget Page #: *28*

What work has Great Neighbourhoods undertaken to provide services to neighbourhoods throughout the City that are zoned Rural Residential?

Question Answer:

To this point, Great Neighbourhoods has not undertaken any work related to providing services to the areas of the City that are zoned Rural Residential.

At the August 24, 2010 meeting of the Transportation and Public Works Committee, following the discussion of item 5.1 (Neighbourhood Renewal Program Update), the following motion was passed, with the report to be completed in the first quarter of 2011
"Infrastructure Upgrading and Renewal - Roads and Alleys" - That Administration provide a report to Transportation and Public Works Committee outlining options for infrastructure upgrading and renewal for rural roads or unpaved roads and alleys.

2011 Budget Questions By Councillor

Program: *Building Great Neighbourhoods*

Asked By: *Councillor Leibovici*

Question #: 11-052

Budget Page #: 29

Can you explain your role in ensuring implementation of the Sidewalk Strategy.

Question Answer:

The Sidewalk and Walkability Strategies are components of the Active Transportation Policy.

The Office of Great Neighbourhoods is working with Transportation on the implementation of these strategies, as well as Community Services, Asset Management and Public Works, and Planning & Development.

The Walkability Strategy looks at implementing changes to urban design standards, improving public education, opportunities to enhance walkability opportunities in mature neighbourhoods, enhanced snow clearing to name a few.

The Sidewalk Strategy is a program intended to address pedestrian infrastructure deficits. Such as missing curb ramps or connections to bus stops. In accordance with the approved scope of the Neighbourhood Roadway Infrastructure Renewal program approved by City Council in 2005, these "missing links" and deficiencies are included when reconstruction work takes place as part of the 2% tax levy program. In addition, opportunities to improve walkability through shifting curb line walks to boulevard walks, or narrowing crossing width to improve safety at key pedestrian crosswalks also takes place.

Program: *Building Great Neighbourhoods*

Asked By: *Councillor Leibovici*

Question #: 11-053

Budget Page #: 61

In working with neighbourhoods to identify community needs, is traffic calming a need that will be considered and form part of neighbourhood redevelopment.

Question Answer:

No, community-wide traffic management studies are not typically part of a neighbourhood redevelopment. The implementation of isolated traffic calming initiatives may be considered as part of a renewal project but only where warranted by a demonstrated safety issue.

Community-wide traffic management studies are only undertaken when specific criteria are met, including a demonstration of community support before the planning study even gets underway. Council has approved "Public Participation Guidelines for the Community Traffic Management Process", which entail at a minimum a two-year time frame to undertake a study, so this type of effort is typically not undertaken as part of renewal or redevelopment work. However, with enough lead time, and if a neighbourhood meets our criteria, we would certainly coordinate a community-wide plan with renewal.

With respect to traffic safety, neighbourhood reconstruction provides an opportunity to address a number of items to improve safety, which are being incorporated as part of the work and are considered to be in scope for use of the 2% tax levy funding: provision of bulbs to reduce crossing distance for pedestrians at key crosswalks, particularly adjacent to schools, playgrounds or senior citizen facilities; narrowing oversized local and collector roads; and, narrowing oversized intersections.

2011 Budget Questions By Councillor

Program: *Building Great
Neighbourhoods*

Asked By: *Councillor Leibovici*

Question #: 11-054

Budget Page #:

Jasper Place Revitalization – will the urban design/land use vision be updated given the recent LRT Alignment decision?

Question Answer:

Yes there is a plan to update the design/land use design vision with the community and businesses along the corridor, subject to TPW and City Council's approval of the West LRT Concept Plan on December 8, 2010, and January 19, 2011, respectively.

Program: *Building Great
Neighbourhoods*

Asked By: *Councillor Leibovici*

Question #: 11-055

Budget Page #: 63

Can you compare the cost effectiveness over a 30 year period of microsurfacing, overlay and reconstruction.

What is the distribution of funding to microsurfacing, overlay and reconstruction?

Question Answer:

Best practices for maintenance of roadway infrastructure (such as the National Infraguide Best Practice No. 1 "Timely Preventive Maintenance for Municipal Roads) describes the role of preventive maintenance (crack sealing, microsurfacing et al) in preserving pavements at the least life cycle cost. Infraguide Best Practices are promoted by the Federation of Canadian Municipalities (FCM).

Microsurfacing, overlay and reconstruction are not considered to be competing strategies, but are different tools to be used at different stages in the life cycle of a specific pavement. In combination, these strategies provide the most cost effective strategy to minimize life cycle costs for both capital and maintenance for roadway infrastructure. If preventative maintenance or overlay are not provided in a timely manner, then the overall lifespan of the neighbourhood roadway infrastructure is reduced. In particular, timely application of microsurfacing delays the need for overlay by about 10 years, while a pavement overlay at the appropriate time will defer the timing for reconstruction by about 15 years. Overall, the use of microsurfacing with overlays can extend the serviceable lifetime of neighbourhood roadways for 20 to 25 years. In addition to deferring costly reconstruction, this will also save maintenance costs and limit the amount of infrastructure that deteriorates to failed state.

In the August 24 presentation of the Neighbourhood Renewal Program at the Transportation and Public Works committee, the costs of these various treatments was contrasted for a typical neighbourhood and are generally \$0.5 million for microsurfacing, \$3 million for overlay and \$17.5 million for reconstruction. To achieve a fully funded 60 year life cycle for neighbourhood infrastructure renewal, 10 neighbourhoods should receive microsurfacing, 5 neighbourhoods should receive overlay, and 10 neighbourhoods should be receiving reconstruction (starting 5 and completing 5). This would result in an annual program with \$5 million expended on microsurfacing, \$15 million on overlays and \$87.5 million on reconstruction.

2011 Budget Questions By Councillor

In 2011, as the reconstruction program is in the process of being ramped up gradually, the distribution of work is more focussed towards overlay activity. In total, the planned neighbourhoods, by category of work, are as follows in 2011 as outlined in the Building Great Neighbourhoods overview:

Microsurfacing - 3 neighbourhoods

Overlay - 12 neighbourhoods

Reconstruction - 6 neighbourhoods (completion of 4, starting 2)

Program: *Building Great Neighbourhoods*

Asked By: *Councillor Leibovici*

Question #: *11-056*

Budget Page #:

How many neighbourhoods require reconstruction and in the next 10 years how many will be totally reconstructed. (I believe it is about 100 but can you confirm). Given the substantial amount of funds being collected yearly (2%) is the expectation that at least 10 neighbourhoods will be started each year to complete the backlog of neighbourhoods requiring reconstruction. If not, why not?

Question Answer:

As outlined in the August 24 and November 16 Transportation and Public Works committee reports and presentations, the following information is provided:

109 neighbourhoods are currently awaiting reconstruction, although the condition of these neighbourhoods varies significantly

The information provided on Nov 16 indicates that at least 35 neighbourhoods are expected to be reconstructed from 2011-2018 (an 8 year period). Fewer reconstructions can be scheduled at the start of this time period, as it will take time to work with the industry to put in place the necessary multi-year contracts to deliver this work. At an ongoing rate of 5 reconstruct completions per year beyond 2018, it is expected that at least 45 neighbourhoods will receive reconstruction over the next 10 years. The current list of neighbourhoods requiring reconstruction will require about 16 years to complete. Beyond that time period, a number of additional neighbourhoods will have deteriorated to require reconstruction.

Part of the funding from the 2% tax levy in each year needs to be directed to overlay or microsurfacing in order to prevent even more neighbourhoods from moving into the reconstruction list. A number of other considerations would limit the ability to fully address all neighbourhoods requiring reconstruction within the next 10 years:

- There is insufficient funding in either the 2% tax levy or drainage utility rate base to meet this aggressive a program
- There are concerns about industry capacity to undertake this much construction, even if funding were available, and the potential impact of construction inflation
- There is a concern that there is a practical limit as to how many neighbourhoods can be disrupted with construction at the same time, particularly when it can take up to 3 years to complete a reconstruction neighbourhood (drainage in year 1, roads and sidewalks in year 2 and 3).

Program: *Corporate Properties*

Asked By: *Councillor Leibovici*

Question #: *11-057*

2011 Budget Questions By Councillor

Budget Page #: 71

- a) *What measurements/benchmarks will the department be utilizing to determine its effectiveness in minimizing its impact on the environment?*
- b) *What cost savings will be achieved as a result of initiatives to minimize its impact on the environment?*
- c) *How will the department measure its impact on the City's Triple Bottom Line?*

Question Answer:

2011 Budget Questions By Councillor

a) What measurements/benchmarks will the department be utilizing to determine its effectiveness in minimizing its impact on the environment?

Asset Management and Public Works (AMPW) has identified two distinct department outcomes that contribute to the corporate outcome that states that: “the impact of City operations on air, land, and water systems is minimized”. Those two department outcomes and their associated performance measures are identified below:

AMPW Department Outcome: Impact on the environment from waste and drainage system discharges is reduced. This is measured by:

- Percentage diversion of residential waste from landfill
- Percentage of generated biosolids disposed of

AMPW Department Outcome: Leadership is demonstrated in reducing impacts on the environment. This is measured by:

- Tonnes of non-residential waste diverted from landfill
- Volume of biofuel produced from Edmonton’s waste stream
- Percentage of waste management collection fleet converted to biofuel
- Edmonton Watershed Contaminant Reduction Index (5 year running average)
- Net dollars of ecological benefits per maintained landscape tree

b) What cost savings will be achieved as a result of initiatives to minimize its impact on the environment?

In general, programs are managed to balance objectives like environmental sustainability, with cost and with service to citizens and customers. In this way, possible cost saving are always a consideration. For the Drainage and Waste Management Utilities, this balance is part of formal policy (Waste Management Policy C527 and proposed Utilities Fiscal Policies C558 and C204C).

Some initiatives that primarily support environmental goals do represent cost savings. For example, Drainage Services’ implementation of the Combined Sewer Overflow (CSO) Control Strategy, Low Impact Development (LID) principles, and the Stormwater Quality Enhancement Strategy will achieve equivalent environmental objectives at a much lower cost compared to total combined sewer separation which is estimated to cost more than \$3 billion.

However, not all environmental initiatives will have cost savings. In fact in order to allow the City to achieve its environmental objectives sooner and/or to maintain or enhance our leadership in environmental strategies and practices, there is often a significant cost outlay involved. Some initiatives may result in long term efficiencies, such as reducing utility costs through building equipment change-outs (occurring on an ongoing basis), but since there is an initial capital cost, savings are not seen in the short term.

Program: *Corporate Properties*

Asked By: *Councillor Leibovici*

Question #: *11-058*

Budget Page #: *74*

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Why is there an expectation for reduced parking revenues (327) which is over and above service and budget revenue reductions of \$167.

Question Answer:

It is assumed that the "budget revenue reductions of \$167" references an expense reduction of \$167 on page 90.

Parking Revenue Reduction (\$327)

Due to a reduction in daily transient parking in both City and contract operated parkades, Parking Operations is projecting a revenue shortfall for 2010 which will carry through to 2011. There has been a reduction in demand for parking throughout the downtown parking industry. One of the main impacts is likely the opening of the Century Park LRT line.

The monthly parking rates will increase from \$285 to \$295 per month commencing January 1, 2011 and hourly parking rates will remain the same. The monthly rate increase will generate an additional estimated revenue of \$73,000 annually from all parking facilities. An overall decrease of \$400,000 in daily transient parking revenue is projected for 2011 based on the reduced volume. As a result the net revenue decrease for 2011 is \$327,000.

Parking Expense Reduction (\$167,000)

Parking Operations reduced expenses by \$167,000 through contract work as part of the Service & Budget review.

Program: Corporate Properties

Asked By: Councillor Leibovici

Question #: 11-059

Budget Page #: 74

Explain the need for 21.3 more FTE's

Question Answer:

Asset Management and Public Works tax supported change in FTE's is an increase of 21.3. The breakdown between branch's is Parks 14.5 and Corporate Properties 6.8.

Parks

3.1 Summer survey staff that will be charged to Capital for inventory and infrastructure verification and condition assessments

15.1 Impacts of capital and growth in parks inventory - see service package, page 141
(3.7) Service and Budget Review reductions

Corporate Properties

2.0 Position transfer from Land Enterprise (1.0 fte) and Custodial contract work converted to City staff (1.0 fte)

7.0 Impacts of capital - see service package, page 102
(2.2) Service and Budget review reductions

Program: Corporate Properties

Asked By: Councillor Leibovici

Question #: 11-060

Budget Page #: 100

Is it realistic to assume that there will be no net increase in FMP land inventory 2011 – 2015 given emphasis on advancing LRT?

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Question Answer:

The Future Municipal Purpose (FMP) land inventory 2011 - 2015 for Land Enterprise did not include carrying additional land for other departments projects such as the LRT project. The FMP inventory level assumes that additional land acquired for other departments will be capitalized the same year by those departments under their capital budget. Hence the FMP inventory for Land Enterprise stays constant.

Land required for specific capital projects for other departments are generally not included in the pro-forma balance sheet of Land Enterprise as the land requirement would form part of the capital budget of the departments planning those projects.

Program: *Parks*

Asked By: *Councillor Leibovici*

Question #: *11-061*

Budget Page #: *136*

Please elaborate on the priority RVA capital projects. Is Big Island included?

Question Answer:

Parks Branch has identified a number of river valley projects within the RVA Plan of Action which could be put forward as priorities in the 2012 - 2014 Capital Plan. For example, land acquisition in the southwest (Area #2 Nature at It's Best) and capital development projects (primarily trails) in Area #3 (Valley Attractions) and Area #4 (City Center) have been identified.

Big Island is located within Area #2 Nature at It's Best and is proposed for protection under the RVA Plan. Low impact uses such as river access, camping and nature based day programs are proposed along with interpretive signage. As the island is owned by the Province of Alberta acquiring adjacent property to access Big Island, and securing a long term lease to Big Island to facilitate use and development are two priority initiatives for this area of the river valley.

Program: *Parks*

Asked By: *Councillor Leibovici*

Question #: *11-062*

Budget Page #: *141*

As the work to be performed by the requested FTE's is mostly summer time work, why are full time staff required and why is the work not contracted out?

Question Answer:

The 14.5 FTE's requested for 2011 are made up of 9.0 permanent and 5.5 temporary FTE's. The 5.5 temporary FTE's are needed to address primarily summer operations due to inventory growth. The permanent FTE's are for Planning (4.0 FTE's), Design and Construction (3.0 FTE's) due to increased growth in the development activity and 2.0 permanent FTE's in parks operations (1.0), pest control (0.5) and Admin (0.5) to support year round operations.

Program: *Capital Construction*

Asked By: *Councillor Leibovici*

Question #: *11-063*

Budget Page #: *142*

Can the department provide cost savings achieved as a result of the creation of this department?

Question Answer:

The Department was created in order to consolidate the scarce resources of capital project management within the city administration. Cost savings are not tracked in aggregate, however

2011 Budget Questions By Councillor

costs are tracked based on tender prices. As a largely outsourced organization, Capital Construction fosters a competitive environment in the architectural and engineering communities and in the construction industry to control pricing.

Nonetheless, the department has increased the consistency in which projects are delivered across two major departments (Transportation & Community Services), improved training, developed consistent safety programs, and has increased the number and dollar value of projects delivered each year.

Program: *Capital Construction* **Asked By:** *Councillor Leibovici* **Question #:** *11-064*
Budget Page #:

What role does the department have with regards to design and construction in the Parks department?

Question Answer:

The Capital Construction Department works with the Parks Branch to manage large engineering projects such as Fort Edmonton Footbridge/Trail Access as well as managing the development of Park Amenity Buildings. Capital Construction works on project teams for these projects to provide building architecture and engineering requirements as required.

Capital Construction does not have a role in the operation and procedures of the Parks Branch, but Parks sits on the Project Management Office stewardship committee with other Branches to review and align procedures and practices for projects. The Roads Design & Construction Branch does utilize the project management services of Parks Design & Construction for landscaping work on major projects where there are substantial tree plantings, shrub beds, etc. Parks Design & Construction estimates, tenders the work, manages the construction and contract administration, and charges back to the Roads Capital Project.

Program: *Transportation Systems* **Asked By:** *Councillor Leibovici* **Question #:** *11-065*
Budget Page #: *150*

What cost savings would be achieved to complete the collector links from the inner ring loop to the outer ring road, i.e. Lessard and Callingwood Roads?

Question Answer:

The Lessard Road and Callingwood Road connectors are part of the Capital Budget and are not included with the Operating Budget submission.

We are estimating the proposed staging improvements are \$10.8 M which includes the additional widening on Lessard Road to the east of Anthony Henday Drive and the addition to the west to tie into developer work. This includes approximately \$850K of transition and staging costs that could be avoided if the entire length of each roadway were constructed to the ultimate 4-lanes.

The cost to complete 4 lane widening east of Anthony Henday Drive on both Callingwood Road and Lessard Road and including improvements west of Anthony Henday Drive is \$17.5M

West of AHD for both: \$5.5M

East of AHD for both (staged plan): \$5.3M

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Transition/Staging costs: \$850K

Additional Cost Premium to widen to 4 lanes east of AHD: \$11.15M

It should be noted that funds are not available in the Capital Budget to undertake the additional costs for the entire 4-lane widening. The widening is not required at this time from a traffic perspective and if it were to be considered, it would need to be compared against other 4-lane widening locations elsewhere in the city.

Program: *Capital Construction*

Asked By: *Councillor Leibovici*

Question #: 11-066

Budget Page #:

Is the charge back for its services to other departments forecast \$1,905 m? Why is there a 44% increase?

Question Answer:

This amount on p.153 represents the Roads Design & Construction Branch's share of 2011 inter-departmental billings to the Capital Construction Department (e.g. finance, materials management, space rent). The Branch's share of recoverable Departmental Administration charges are also included in this category (e.g. GM/EA salaries, Project Management Office).

Overall, it should be noted that intra-municipal service charges increased by 25.9% (see table below). Increases to the Roads and Buildings Branches are somewhat offset by decreases to the LRT Design & Construction Branch. The share to Roads (and Buildings) increased significantly due to the following reasons:

A) For 2011, it was determined that Roads (and Buildings) derived a greater proportional benefit from these services in relation to other Branches. Their allocation was increased to facilitate accurate costing of program costs to capital projects.

B) Recoverable shared service charges increased by approximately \$200 due to inflation and additional services (law, materials management).

C) Establishment of the Project Management Office - \$599 (see service package on p.181).

These charges are allocated to the Branches and subsequently recovered from capital projects.

Note that the \$4,210 of intra-municipal services budgeted for 2011 will be 100% recovered from charges to relevant capital projects. This amount does not impact the Department's net operating requirement. It is managed within the approved capital budget.

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Page	Branch	2010	2011	Increase/(Decrease)	
		Budget	Budget	\$	%
162	Buildings	906	1,558	652	72.0%
153	Roads	1,316	1,905	589	44.8%
169	LRT	1,122	747	(375)	-33.4%
	Total	3,344	4,210	866	25.9%

Program: Capital Construction

Asked By: Councillor Leibovici

Question #: 11-067

Budget Page #:

Explain how duplication is avoided re: work undertaken by this department and similar work within other departments?

Question Answer:

A responsibility matrix was developed for Transportation projects. This defines roles and responsibilities between the 2 departments and ensures work is completed by the responsible area and has the added benefit of avoiding duplication.

For Community Services projects, we develop project charters, which both Departments sign off. This has the same effect as the responsibility matrix for Transportation.

Program: Capital Construction

Asked By: Councillor Leibovici

Question #: 11-068

Budget Page #:

Whitemud/Quesnell Construction Project

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How did the Capital Construction Branch ensure that the bridge rehabilitation was completed as quickly as possible? What did they do with regards to mitigating the delays and are there any costs associated with the time extension required to complete the project?

Question Answer:

Original scope of work & status:

1. Widening and rehabilitation of the Quesnell Bridge over the North Saskatchewan River (east side complete; west side structurally complete) and Whitemud Bridge over Fox Drive (complete)
2. Widening and rehabilitation of Whitemud Drive to 6 continuous lanes and associated auxiliary lanes between 149 Street and 53 Avenue (complete except for final 50mm AC)
3. Reconstruction of the retaining walls along Whitemud corridor between 149 Street and 53 Avenue (complete)

Additional scope of work added in 2009 & status:

4. Noise Attenuation - Brander Gardens Noise Wall (complete)
5. Whitemud Drive northbound improvements (3 lanes Westbound between Terwillegar Corner to 53 Avenue) (complete except for final 50mm pavement)
6. Intersection improvements at 40 Avenue, Terwillegar Drive (complete)

Construction was staged in such a way to allow the 100,000+ vehicles a day to travel through the project in a safe manner. A number of public information sessions were held in 2008 and 2009 where construction staging and scope of work was shared. The plan was to undertake preparatory road work and start the retaining wall construction in 2008, work on the east side of the Quesnell Bridge/Whitemud corridor in 2009, and finally work on the west side of the Quesnell Bridge/Whitemud corridor in 2010.

Rehabilitation issues have emerged that have been addressed with the aim of keeping the contract work on the original schedule. Extra work is being handled as per the City of Edmonton General Conditions related to Changes to the Work, and the contractor has added extra shifts.

The project has taken place as planned, with the exception of the waterproofing and final paving of the west side of the Quesnell Bridge. Road projects can be impacted by the weather and the final 50 mm asphalt overlay from 53 Avenue to 149 Street was deferred to 2011 to ensure quality and maximum service life. The plan is to open 3 lanes in each direction on or about November 30, 2010. The schedule to complete the outstanding work is July 2011.

Extra costs will be dependent upon any claims received from the contractor and on their validity and ensuing negotiations.

Program: Capital Construction

Asked By: Councillor Leibovici

Question #: 11-069

Budget Page #: 158

Which department determines the standards for civic buildings – is it the Capital Construction Department or the originating department, i.e. Transportation – LRT stations; Community Services,- Recreations Centres?

Question Answer:

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Civic building standards are mainly dictated by:

- 1) Regulations, bylaws, and policies, and
- 2) City departments

Significant regulations, bylaws and policies include: Building Code, Capital Health, City of Edmonton Zoning Bylaw 12800, Edmonton Design Committee Bylaw 14054, Sustainable Building Policy C532, Percent for Art to Provide and Encourage Art in Public Areas Policy C458C, and Crime Prevention Through Environmental Design program.

Various City departments provide input into the design of a civic building. For example, the client department provides program and operational requirements, Corporate Properties Buildings & Facilities Maintenance Section provides certain system requirements (e.g. HVAC and electrical), IT Branch provides networking infrastructure requirements, and Corporate Security provides camera and lighting requirements.

The Capital Construction Department ensures that the project meets regulatory & policy requirements, while balancing the various department requirements with cost, schedule, and quality.

Program: *Capital Construction*

Asked By: *Councillor Leibovici*

Question #: *11-070*

Budget Page #: *161*

Can you explain the difference between the energy assessments being performed in Capital Construction vs the energy management being performed in Asset Management/Corporate Properties.

Question Answer:

Capital Construction energy assessments involve assessing existing facilities for cost effective infrastructure energy upgrade opportunities (e.g. energy efficient lighting upgrades).

Asset Management/Corporate Properties energy management relates to corporate energy procurement, monitoring and measurement of corporate energy usage to support department operational areas, including the pre and post evaluation of consumption as a result of energy conservation projects and other programs.

Program: *Community Facility Services*

Asked By: *Councillor Leibovici*

Question #: *11-071*

Budget Page #: *210*

In comparing our fees for aquatic and leisure facilities it appears that our fees are consistently the second highest or third highest. Can the department indicate what are the reasons for this? i.e. higher cost to run our facilities, higher subsidization by others of their facilities, higher labour costs?

Question Answer:

Proposed user fees are developed by taking into consideration not only benchmarking from other providers, but also strategic budget targets, costs of services, sustainability of revenues and social benefits and outcomes.

The benchmark chart on Page 210 compares proposed 2011 City of Edmonton fees to published

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2010 fees from other providers. If other providers increase their fees in 2011, City of Edmonton fees may be in the middle of the benchmarking comparisons. Future information will present comparable years.

Program: *Corporate Expenditures & Revenues* **Asked By:** *Councillor Leibovici* **Question #:** *11-072*

Budget Page #: *300*

Please explain the increased Photo Enforcement monitoring costs of \$5,106 m?

Question Answer:

With the deployment of additional Intersection Safety cameras and additional vehicles for photo enforcement, there has been a significant increase in projected revenues for 2011 relative to what was anticipated in the 2010 budget documents. The 2010 budget documents anticipated an increase of \$3 million for 2011. The 2011 budget projected a further increase in revenues based on actual experience in 2010, resulting in a total increase of \$5.349 million in projected revenues. This is offset by an increase in costs of the program of \$5.106 million.

This increase is broken down as follows:

- increased costs associated with the ongoing operation of the program by Edmonton Police Services resulting from an increased number of photo enforcement vehicles and intersection safety cameras (\$0.45 million)
- increased costs resulting from general cost increases associated with increased volume (\$0.35 million)
- one time costs for ticket processing by external contractor of \$4.3 million - this cost is one time, reflecting a delay in completion of the in house ticket processing solution until mid 2011, and continued reliance on an external contractor to process tickets until this in house solution is completed. This cost will be removed from the 2012 budget.

Program: *Corporate Services* **Asked By:** *Councillor Leibovici* **Question #:** *11-073*

Budget Page #: *372*

When is the Province conducting their next census?

What grants do we currently receive that relies on census data and is the City's census data ever utilized for calculating grants?

Question Answer:

The Province does not conduct a census. In Alberta, it is either the responsibility of the municipality to conduct its own census or the municipality can use the Federal Government census results which are obtained once every 5 years. The next Federal Census will be carried out in 2011. Population statistics from the 2011 Federal Census are scheduled for release between February and October of 2012.

The City of Edmonton receives five different capital and operating grants which are calculated based on census data.

The allocation of the Municipal Sustainability Initiative (MSI) capital grant is calculated based on census data. The province does revisit the allocation every year and changes in census

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population numbers will impact that year's allocation. The City of Edmonton has received \$402.6 million in MSI transfers to date. The City's 10-year allocation is \$2.1 billion.

The new amended Gas Tax agreement for 2010-14 was calculated based on 2009 municipal census information. Edmonton will receive approximately \$43.6 million in capital grants per year. The agreement does not commit that numbers would be revisited based on a more up-to-date census.

The Edmonton Police Service receives \$16.00 per capita from the Municipal Policing Assistance Grant (MPAG) which is adjusted to reflect municipal census data. In 2010, the EPS received \$12.5 million. The 2011 proposed budget is \$12.7 million to reflect the 1.4 per cent population projection increase included in the City of Edmonton budget guidelines.

The Edmonton Public Library (EPL) receives \$5.40 per capita for a Library Operating Grant. For 2010 and 2011, EPL is receiving \$4.2 million based on the 2009 Municipal Census population numbers.

The City of Edmonton receives Family and Community Support Services (FCSS) funding provided by the Province of Alberta is based on the population of each participating municipality or Metis settlement, with an adjustment based on the median income level of each community. In 2010, Edmonton received \$16.3 million through this program.

In addition, the City of Edmonton uses municipal census information to determine the per capita allocation of the Community League Operating Grant program, which is received by each Community League along with a base amount. The City does not receive any additional grants in relation to this program and the budget for this program is not directly impacted by census data.

Program: *Mayor and Councillors* **Asked By:** *Councillor Leibovici* **Question #:** *11-074*
Budget Page #: *399*

If only the current R.A's were moved from Special Services Agreements to Personnel, what would the cost increases be?

Question Answer:

The cost of moving the RA's from Special Services Agreements to Personnel would be \$48K, all of which relates to benefits on the RAs' current wages. An addition of \$48K to the Councillors' 2011 budget submission of \$3,202 (p 397) would result in a 2.5% increase over the 2010 budget, as opposed to the current 2011 submission of 1% increase.

Program: *Corporate Services* **Asked By:** *Councillor Leibovici* **Question #:** *11-075*
Budget Page #: *350*

*What cost savings can be achieved by integrating Corporate Security into the Community Standards Branch or into EPS?
pg. 525/350*

Question Answer:

The Corporate Security peace officers were transferred to the Transportation Department in

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October 2010 (15 CPOs and 1 Coordinator). This information was provided in Report 2010TD1095 to the Community Services Committee on November 15th, 2010. The budget will be adjusted in 2011 to reflect this change.

The present responsibilities of the Corporate Security section do not overlap and are not related to functions or services provided by the Community Standards branch or the EPS. Staff levels, responsibilities, and structure of the section would likely remain unchanged if integrated into another area of the corporation.

The positions which are presently in Corporate Security consist of a director, 5 security advisors, a card access administrator and a clerk. The Corporate Security Section is responsible for the following:

- internal investigations
- consultations on security improvements
- security audits on city facilities
- security awareness presentations to employees
- administering the card access system
- supervising the security guard contract and alarm responses

Program: *Transportation Systems* **Asked By:** *Councillor Leibovici* **Question #:** *11-076*

Budget Page #: *541*

What measures will the department use to report on it's effectiveness in minimizing it's environmental impact?

Question Answer:

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Transportation Operations has implemented an ISO 14001 environmental management system (known as Enviro). With an ISO 14001 system, Transportation Operations identifies and controls the environmental impact of operations and endeavors to improve its environmental performance.

The following table identifies branch operations with the most significant impact on the environment, and measures that may be used to report on the effectiveness of control.

Activities Associated with Significant Environmental Impact	Measures
1. Aggregate recycling completed by Engineering Services Section – positive impact	<ul style="list-style-type: none"> • Tonnes of asphalt and concrete processed (reported annually)
2. Electricity consumption of street lighting	<ul style="list-style-type: none"> • Implementation progress of LED street lights in neighbourhood rehabilitation projects • EPCOR Power Consumption Reports
3. Exhaust emissions from equipment and vehicles	<ul style="list-style-type: none"> • Branch employees receiving COE Fuel Sense Training (reported annually)
4. Environmental releases from equipment, vehicles and handling chemicals	<ul style="list-style-type: none"> • Number and type of environmental releases (reported annually) • Receipt of warning letters, environmental protection orders or penalties from Alberta Environment or Environment Canada (reported annually)
5. Hazardous waste generation, storage and disposal	<ul style="list-style-type: none"> • Quantity of sand/salt/chip mix used in winter program and sand/chip collected in spring sweep and available for re-use (reported annually)
6. Road salt use for winter road maintenance program	<ul style="list-style-type: none"> • Road salt management plan prepared and submitted to Environment Canada, includes salt use (reported annually)

Transportation will report on an annual basis the Transport Sector Emissions per Capita for the City of Edmonton. At the present time this data is based on fuel sales in the city and electricity usage for City transportation operations such as streetlights, traffic signal and LRT."

Program: *Public Transit*

Asked By: *Councillor Leibovici*

Question #: *11-077*

Budget Page #: *552*

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What is the impact on revenues if Council does not approve a change to the alcohol advertising policy?

Question Answer:

The impact on revenue is the City could lose approximately \$1M.

Program: *Public Transit*

Asked By: *Councillor Leibovici*

Question #: *11-078*

Budget Page #: *559*

Provide detail as to the new locations and new off peak service that will be served by this service package?

Question Answer:

This service package would allow for the following service needs to be addressed:

- Added trips on routes where capacity issues and overload situations have been experienced, primarily during peak periods.
- New weekday peak period bus service in developing communities where the minimum population threshold for the implementation of service (500 residents) has been achieved (Secord, McConachie and Windermere – west of 170 Street).
- Extensions of bus routes serving the Ellerslie Crossing and Summerside communities to Century Park, during weekday peak hours and some off-peak time periods.

This service package does not provide sufficient funding to address service needs for developing neighbourhoods where peak period service is provided, but no off-peak service is presently available.

(Note – At this time, new service proposals are tentative, and will be further evaluated in early 2011 based on the Edmonton Transit System performance evaluation and observed growth/development throughout the City. Final decisions on service enhancements for September will be made in May 2011, subject to funding availability.)

Program: *Public Transit*

Asked By: *Councillor Leibovici*

Question #: *11-079*

Budget Page #:

How many neighborhoods have reached the 500 resident threshold? Detail which ones will receive transit services and which ones will not and the reasons for not receiving transit service.

Question Answer:

Neighbourhoods that have reached the 500 resident threshold or are anticipated to reach this population threshold in 2011 for peak service, include Secord, McConachie and Windermere (west of 170 Street). With the service package identified on Page 559, new peak service would be provided to these neighbourhoods in September 2011, subject to an adequate collector road system and/or transit turnarounds being available.

(Note – At this time, new service proposals are tentative, and will be further evaluated in early 2011 based on the Edmonton Transit System performance evaluation and observed growth/development throughout the City. Final decisions on service enhancements for September will be made in May 2011, subject to funding availability.)

Program: *Transportation Systems*

Asked By: *Councillor Leibovici*

Question #: *11-080*

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Budget Page #: 562

Can the department provide the current mode splits for Edmonton, and other major municipalities like Vancouver, Toronto, Portland, New York between cars, buses and bikes?

Question Answer:

A comparison of mode splits with other jurisdictions can be made for work trips, since this is collected with Census Data in both Canada and the U.S. The most recent data is shown below.

Journey to Work - 2006 Census Mode Split

(Numbers rounded to nearest percent)

City	%Car Driver	% Car Rider	% Transit	% Walk	% Cycle
Edmonton	75	8	10	5	1
Calgary	69	8	16	5	1
Vancouver	67	7	17	6	2
Toronto	64	8	22	5	1
Ottawa	63	8	19	7	2
New York (2000)	56	9	24	6	<1
Portland (2000)	73	12	6	3	1

It should be noted that the data source is from Canada Census and therefore is summarized by Edmonton's Census Metropolitan Area (CMA). Edmonton's CMA includes the entire Edmonton Region, a significantly large geographic area.

The higher transit mode split in Calgary as compared to Edmonton can be attributed to a number of factors. Firstly, Calgary's CMA is smaller than Edmonton and thus more of the population has transit as a travel choice. Calgary also has a more extensive LRT network and a larger proportion of the employment in the downtown which make the delivery of transit easier and the choice more attractive.

Program: Public Transit

Asked By: Councillor Leibovici

Question #: 11-081

Budget Page #:

Can the department provide the capital plan and any operational budget impacts to repair and replace LRT vehicles?

Question Answer:

The current approved 2010-2014 CPP includes the following projects for repairing and replacing LRT vehicles:

- 07-66-1280 LRV Retrofit Package – Total \$44.526M
- The scope of work for rehab of the U2 L.R.V.'s includes: replacement of all electrical panels,

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replace couplers and draft gear, install new communications systems (signs, CCTV), refurbish the interior (floors, seats, paint, LED lighting, window seals, door panels), repair body corrosion and repaint exterior in new livery, install static low voltage power supply, replace slewing rings, replace corroded truck frames.

09-66-1270 LRT Fleet, Facilities & Equipment - Total \$3.396M

The Total noted is the portion of the overall Rehabilitation project related to L.R.V.'s. Scope of the work includes wheel replacements and electronic propulsion controller replacement on the U2 L.R.V.'s.

The only operational impact related to the Rehab Capital Plan is in project 1280 where additional funding is required to maintain the new communications equipment (\$120k). The annual Transit Operating Budget includes \$6.266M to perform preventative maintenance and repair programs, servicing and cleaning of the 74 LRV fleet.

The retrofit of the 37 U2 LRVs will extend the operational life of the vehicles by 15-20 years which means budget for their replacement will be required in 2025 at an estimated cost of \$155.4M (2010 dollars).

The SD160 LRVs have an expected design life of 30-35 years, so replacement budget will be required in 2039 at an estimated cost of \$155.4M (2010 dollars) for 37 vehicles and \$42M in 2044 for 10 vehicles.

Major subsystems on the LRV fleet of 84 cars will require capital budget for upgrade or replacement during the life of the vehicle. Budget estimates (2010 dollars) are: 2018 - \$4.032M; 2019 - \$13.44M; 2020 - \$12.768M; 2021 - \$10.752M; 2022 - \$8.736M; 2023 - \$42.84M; 2024 - \$19.572M; 2025 - \$23.562M; 2028 - \$4.032M; 2029 - \$34.86M; 2030 - \$7.392M; 2034 - \$6.72M.

As part of the NLRT Project 08-66-1672, 10 additional LRVs are on order with a budget of \$42.6M, which is part of the overall project budget. The operating impact, for annual repair and maintenance of the additional cars, is \$1.366M in 2010 dollars

Program: *Transportation Systems* **Asked By:** *Councillor Leibovici* **Question #:** *11-082*
Budget Page #: *565*

Explain how the Office of Traffic Safety work with Great Neighbourhoods and Capital Construction to avoid overlaps.

Question Answer:

The Office of Traffic Safety is the single point of contact in the City for public concerns regarding speed management in Edmonton, and an effort is made to work through both the Federation of Community Leagues and Edmonton Police Services to encourage this as a point of entry for concerns. Once a concern is received, it is investigated and verified, and a variety of remedial actions may be taken, including education, enforcement or engineering. In some instances, engineering improvements to address speeding traffic concerns in communities may involve physical changes to roadways as neighbourhood infrastructure reconstruction work is undertaken. In particular, evidence collected through the Office of Traffic Safety has identified a

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need to narrow oversized local and collector roadways, and this will be implemented as neighbourhood reconstruction work is taking place (example - Woodcroft).

A second key function that the Office of Traffic Safety provides is the database of intersection collisions. Again, this is key information in identifying and addressing engineering improvements as neighbourhood infrastructure renewal takes place.

It is noted that Transportation, as owner of Transportation infrastructure, would identify design and construction requirements to Capital Construction as part of the process in advance of neighbourhood reconstruction work. Capital construction also is a resource to the Office of Traffic Safety to assess options and solutions as part of speed management redesign strategies that can be used as neighbourhood reconstruction options are under review.

The Office of Great Neighbourhoods assists communities in addressing various community concerns, and is another point of entry for citizens wanting to address safety concerns within their communities. The Office also plays a role in coordinating responses to issues raised by citizens or communities.

Program: *Transportation Systems* **Asked By:** *Councillor Leibovici* **Question #:** *11-083*
Budget Page #: *570*

*Please explain how duplication is avoided re: the work undertaken in Transportation and the Capital Construction Department?
pg. 570/pg. 147*

Question Answer:

With the creation of the Capital Construction department the key change was the definition of Transportation as the owner department and Capital Construction as the agent for the detailed design and construction of city infrastructure. There is no duplication in the new structure, but a division of responsibilities based on a definition of the owner and the stages of the project management process.

Program: *Transportation Systems* **Asked By:** *Councillor Leibovici* **Question #:** *11-084*
Budget Page #: *575*

Are we on track to fulfill the requirements of both the Sidewalk and Bike Path Strategies?

Question Answer:

The proposed Transportation Systems Service Package listed on Page 576 provides operating funding towards the development of educational programs as suggested by these two Strategies. The majority of the remaining initiatives required to fulfill the Sidewalk and Bike Path Strategies will be undertaken through the Capital Budget Process.

The capital funding required to fully realize the pedestrian and cycling networks outlined in the 2009 Sidewalk Strategy (\$186 Million over twenty years) and the 2009 Bicycle Transportation Plan (\$101 Million over ten years). This equates to approximately \$38.5 Million per year (or about 10% of the Transportation Department's total capital budget, excluding LRT) for the period from 2012 to 2018. In the 2009 to 2011 Capital Priorities Plan, approximately \$17.2 Million is allocated

2011 Budget Questions By Councillor

over the three-year period to Active Transportation (averaging \$5.7 Million per year, less than 1.5% of the Transportation Department's total capital budget, excluding LRT). In November, 2009, City Council directed the Administration to prepare the 2012 - 2022 Capital Priorities Plan with a guideline of 5% of the Transportation Capital Budget (not including LRT) toward Active Transportation Projects.

Program: *Public Transit*

Asked By: *Councillor Leibovici*

Question #: 11-085

Budget Page #:

Please detail the cost savings achieved by the decommissioning of the trolley's and where the dollars were re-allocated?

Question Answer:

In 2009, savings of \$760K for trolley bus operations was realized. \$400K was related to cost reductions to maintain the overhead traction power system and \$360K was a reduction in Fleet Maintenance Services charges to service and maintain the trolley buses. Savings were re-directed to Corporate funding to help manage a balanced budget.

In 2010, an additional savings of \$875K was realized. \$510K was for maintenance of the overhead system and \$365K was for Trolley Service Support. The \$510K was removed from the budget to be redirected to Corporate funding to help manage a balance budget.

In 2011 and 2012, additional savings of \$1096K and \$259K respectively will be realized related to maintaining the overhead system. The savings proposed in 2011 and 2012 are slated to be re-directed to the Corporate funding to help manage a balanced budget.

In terms of the decommissioning work, the overhead contact wire and hardware, aerial feeders, and most of the substation equipment has been removed. Underground feeders are partially removed. Environmental assessments and possible cleanup remain to be done. A number of trolley poles still need to be removed and/or replaced.

Program: *Federation of Community Leagues*

Asked By: *Councillor Leibovici*

Question #: 11-086

Budget Page #:

Would it be helpful to have advertising permitted on outdoor rinks as a revenue generator?

Question Answer:

Yes, it would be helpful to allow the sale of rink board advertising. We don't think it is a major revenue source, as a league would be doing well to raise \$500 in the course of a season through rink board advertising. However, approximately 70 community leagues have one or more outdoor rinks, so it is a revenue generating opportunity for a significant number of leagues.

Program: *Federation of Community Leagues*

Asked By: *Councillor Leibovici*

Question #: 11-087

Budget Page #:

Please detail the sponsorships that you have received to date and your strategies for increased revenue

2011 Budget Questions By Councillor

generation.

Question Answer:

Question 11-087 (Sponsorship)

A)EFCL 2010 sponsorship revenue, by event, was as follows:

- 1)EFCL Trade Show - \$25,000
- 2)Community League Day - \$18,000
- 3)President's Dinner - \$3,500
- 4)Green Challenge - \$5,000
- 5)Heritage Days - \$500
- 6)Website Advertising - \$500
- 7)Community Challenge (with Next Gen) - \$15,000

Note: The above figures do not include sponsorship revenue/in kind services we have helped raise for individual community leagues, or the revenue that leagues raise on their own. We don't attempt to track either of these amounts.

B)2011 Revenue Generation Outlook

At this point the sponsorship program in 2011 looks quite similar to 2010, with the exception that we are working with the Edmonton Minor Hockey Association to put together an outdoor rink program, which we expect would include some sponsorship funding. This program will probably be more significant in 2012, particularly if we are able to find some external grant funding that would help staff it.

In addition, we just received word that two of our provincial CIP applications, which had previously been rejected, have now been approved. This was \$40,000 per year for two years for our marketing program

– matching the amount the city contributed - and \$32,500 for our cultural integration project. This will let us expand our efforts in both of these areas, including the re-instatement of the city-wide newsletter during membership month (focusing on community league day) which had to be dropped when the CIP grant was first rejected.

These two initiatives will represent a significant portion of our new programming in 2011.

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: *11-088*

Budget Page #: *8*

If currently 60% of residential waste is diverted from landfill and the goal is 90% by 2013, what decrease in costs are anticipated as a result of less trucking of waste to Ryley?

Question Answer:

2011 Budget Questions By Councillor

The increase from 60 % to 90% represents the diversion of 80,000 additional tonnes in 2013 that would have gone to landfill. The cost of hauling that material to Ryley for landfilling would have been approximately \$4.7M in 2013.

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: *11-089*

Budget Page #:

Explain why the increase for shared services is so high (2.2%), what services are provided and what is the cost of those services?

Question Answer:

2011 Budget Questions By Councillor

The increase in Shared Services of 2.2% reflects the increase in allocation from \$3.3 million in 2010 budget to \$5.5 million in the proposed 2011 budget.

Until Waste Management became a Utility, shared services and corporate allocation were not charged to the operations. Allocation of shared services and corporate allocation are common practices in the private utility sector and to varying degrees in public utilities.

Over the past 18-24 months, the City of Edmonton has undertaken a project to review the allocation methods used to ensure the allocation is made in a fair, consistent, and simple manner, balancing between cost and value of the information.

Using this corporate approach to Shared Services and Corporate Allocation, Waste Management should be responsible for \$7.4 million if full costing were used. This would have represented a doubling of the costs to the Utility. Accordingly, the recommended 2011 Budget contains a phase-in approach to bring the Utility to full costing over a 4-year period. In 2011, \$5.5 million has been included as Shared Services and Corporate Allocation costs, representing an increase of \$2.2 million.

The services provided and there costs are shown in the following table:

	Total
Corporate Allocation (Central Management)	1,675
Communications	199
Transformation Services	2
Finance & Treasury	1,027
Corporate Information System	485
Human Resources	463
Legal Services	137
Materials Management	187
Information Technology	488
Corporate Properties	887
	<u>5,550</u>

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: *11-090*

Budget Page #: *10*

2011 Budget Questions By Councillor

It would appear that Toronto can provide more door to door waste collection services than Edmonton at a lesser cost including collection of bulky items and e-waste. Please explain?

Question Answer:

Toronto's monthly fee of \$28.50 seems low compared to Edmonton's \$29.85 but it only covers a fixed amount of material measured in terms of a standard cart or three medium sized, garbage bags. Any extra bag of garbage, over and above the fixed allocation requires a tag costing \$3.10.

Program: *Waste Management* **Asked By:** *Councillor Leibovici* **Question #:** *11-091*
Budget Page #: *16*

What is the cost of operating the Eco Stations on a per user basis?

Question Answer:

The net cost of operating three stations in 2011 is estimated at \$14.68 per user.

Program: *Waste Management* **Asked By:** *Councillor Leibovici* **Question #:** *11-092*
Budget Page #:

*Do we know how much non residential waste currently goes to landfills in Edmonton and the region?
What % of that waste is the goal of 150,000tonnes per year?*

2011 Budget Questions By Councillor

Does this include construction waste? If not, what are the goals for diversion of construction waste?

Question Answer:

We estimate about 300,000 tonnes per year (tpy) of Institutional Commercial Industrial (ICI) and another 300,000 to 400,000tpy of Construction & Demolition (C&D), depending on health of the construction sector. We are targeting diversion of 100,000t from the C&D stream and 50,000t from ICI by 2016. Our targets reflect the reality that the City has no direct influence over either sector. That is, the generators and haulers can and generally do take the materials to wherever the lowest cost disposal is offered – and there are currently several low cost options for landfilling in the Edmonton area.

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: *11-093*

Budget Page #:

.Explain the pilot litter collection services on Rice Howard Way. The sidewalk at the bus stop at 100 Street and Rice Howard Way on Saturday morning was littered with cigarette butts and papers.

Question Answer:

2011 Budget Questions By Councillor

The Total Look of Clean (TLC) pilot litter collection service under Capital City Clean Up is a seasonal initiative to improve the cleanliness and appearance on Rice Howard Way with increased cleaning and litter maintenance.

During the summer season (May to October), Rice Howard Way is maintained on a daily basis with a mobile “mini-vac” litter collection unit to remove small litter such as cigarette butts and large litter such as paper, and with a daily litter basket collection service. The mobile “mini-vac” unit works well in the confined Rice Howard Way area but is not effective during the winter season (November to April), due to snow and freezing conditions.

During the winter season (November to April) the service reverts back to the standard daily servicing of litter baskets.

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: *11-094*

Budget Page #:

If commercial collection service is a revenue generator what steps are being taken to promote this service?

Question Answer:

2011 Budget Questions By Councillor

A combination of direct contact with businesses and promotional material identifying the services the City can provide to commercial customers are used to promote the service and secure collection accounts. The 2011 Budget contains a request for an additional sales position to secure more accounts and further advance the service to a revenue generating position in 2014.

The commercial collection service is not expected to generate a profit until 2014. The primary purpose for this service is to influence diversion of the non-residential waste stream from landfill.

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: *11-095*

Budget Page #:

Explain the following: "SAP licensing (\$153) missed in 2010".

Question Answer:

2011 Budget Questions By Councillor

As a utility, Waste Management is now directly charged for the SAP licenses on its workstations. This charge was not included in the 2010 budget due to an oversight. The inclusion in the 2011 budget corrects this error. The total budget of \$306,000 is allocated equally to the Collection and Processing & Disposal activities.

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: *11-096*

Budget Page #:

How often are contractor rates for collection negotiated?

Question Answer:

2011 Budget Questions By Councillor

Contracts for waste collection services are tendered on 3 to 4-year terms for the multi-family sector and on a 5-year term for the single family sector. During the term of the contracts, rates are adjusted annually by the Consumer Price Index (CPI). This is a standard approach in the industry. The CPI used reflects current market trends in standard bill of goods and services within the Edmonton region.

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: *11-097*

Budget Page #:

Why was there a 9.3% sewer rate increase?

Question Answer:

2011 Budget Questions By Councillor

It is assumed the reference is to the 9.3% power rate increase shown on page 20. The 2011 power rate increase of 9.3% has been developed by AMPW and communicated by the Budget Office as part of the 2011 cost assumptions. Further details on the development of the power rate increase are included in the response to Question 11-112.

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: *11-099*

Budget Page #:

Please breakdown and explain the 681 in Service and Delivery charges.

Commercial Collection

- if it is a revenue generator what are the costs*
- if City staff is providing the service what is the increase in costs from the decrease in commercial collection contracts what is cost benefit analysis of City doing service (5.4 more FET's)*

Question Answer:

2011 Budget Questions By Councillor

The Service and Delivery changes are as follows:

Activity (\$000's)	Service Delivery Changes
Commercial Collection	416
Eco Stations	74
Recycling	85
Asset Maintenance	116
Other Changes	(10)
Total	681

The 2011 projected net expenditures for Commercial Collection is \$205,000. This service is expected to yield a positive net financial position in 2014.

Additional staff and equipment for commercial collection are requested in the 2011 Budget to maintain progress in expanding the service to a critical number of accounts in 2014 and a net revenue position. The commercial collection service is able to be delivered 100% by City forces and does not impact the residential waste collection contracts.

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: *11-100*

Budget Page #:

Increased activity at ECO Stations and Recycling Depart - why does this necessitate increased staff of 2.2 FTE's?

Question Answer:

2011 Budget Questions By Councillor

Of the 2.2 FTE's identified:

1.1 FTE is to provide direct customer service for large item reuse activities at Ambleside Eco Station.

1.1 FTE is to provide waste roll-off bin collection service in support Big Bin Events and Eco Stations.

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: *11-101*

Budget Page #:

If increased asset maintenance is for litter collection and that is part of the tax base, why is it shown as part of Waste Management Budget?

Question Answer:

2011 Budget Questions By Councillor

Reference page 20 – Service & Delivery Changes. Litter collection will continue to be included in the Waste Management budget because crews of the Waste Management Branch will provide the service. However, the costs of providing the service will be billed to Corporate Expenditures (Capital City Clean Up) and recovered from the tax levy.

Program: *Waste Management* **Asked By:** *Councillor Leibovici* **Question #:** *11-102*
Budget Page #: *24*

Is the anticipated \$2 m net revenue reflected in the proposed 2011 Budget?

Question Answer:

Yes. The \$2 million net revenue has reduced the funding required from the monthly rate.

Program: *Waste Management* **Asked By:** *Councillor Leibovici* **Question #:** *11-103*
Budget Page #:

What revenues can be anticipated in 2011 as a result of the Grey's Paper Recycling initiative?

Question Answer:

2011 Budget Questions By Councillor

Page 31 provides the expected revenue from the Grey's initiative over the next five years. The 2011 revenue estimate of \$277,000 reflects a partial year's operation assuming mid-year start-up of operations.

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: *11-104*

Budget Page #: *26*

How realistic is the goal for diversion to increase from 70% in 2012 to 90% in 2013?

What cost savings are projected in 2012 with the production and usage by the way City of biofuels?

Question Answer:

2011 Budget Questions By Councillor

It is realistic. The increase is based on the Biofuels Facility operating at capacity for the full year in 2013, whereas in 2012 it is expected that there will be less than full production as the plant is commissioned and fine-tuned – a typical procedure for major facilities like this implementing new technology.

In 2011, the Waste Management Branch and Fleet Services expect to pilot test a waste collection vehicle that can run on diesel-ethanol blends beyond the standard 95%/5% blend currently used. Additionally, work is underway to determine the plans of North American heavy duty engine manufacturers to manufacture or import heavy duty engines that can run on ethanol. The results of these efforts will determine the overall plan for staged conversion of the broader fleet. The decision to convert will be influenced more by environmental benefits than by cost since the ethanol produced at the Biofuel Facility will be sold at prevailing fuel prices by the owner of the facility, Enerkem Alberta Biofuels. The City has the first right of refusal to buy the ethanol at current market prices, which typically track quite parallel with conventional fuel prices.

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: *11-105*

Budget Page #: *30*

Given the increased cost of hauling to Ryley; projected 90% diversion rate by 2013 was there any contemplation given to extending the usage of the Clover Bar Landfill for 5 years?

What cost savings would have occurred had this been considered?

Question Answer:

2011 Budget Questions By Councillor

The reason Clover Bar Landfill was closed is that all usable space has been used. The final landform that now exists was determined as the result of an extensive study and approval process in the early 90's through Alberta Environment. This process allowed for a revised landform to maximize the capacity of the site. The contours of the site were approved to limit potential for site slope failure and sliding into the North Saskatchewan river. If not for that expansion and our commitment to recycling and composting, the landfill would have been full well over 10 years ago.

If we had the ability to keep using CBLF for another five years, 2010 to 2015, we would save approximately \$30 million in hauling and disposal fees. Your question underscores a key driver of the rate increases, the closure of the relatively cheap City-owned Clover Bar Landfill.

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: *11-106*

Budget Page #: *33*

As the utility is anticipating expanding the ECO Stations can the utility provide information on success of diversion of items from household collection to the ECO Stations; cost benefit analysis of pick up as part of regular door to door collection vs operation of ECO Stations.

Question Answer:

2011 Budget Questions By Councillor

The cost of receiving and processing material self-hauled to an Eco Station is less expensive by approximately 45% than door-to-door collection on a net cost basis. In addition, requirements for safe handling and transportation of hazardous goods under provincial Transportation and Dangerous Goods (TDG) regulations make the curbside set out and collection of hazardous materials impractical on a City-wide basis.

The Eco Station Program captured 4,600 tonnes of HHW in 2009, 13% more than in 2008. A 5% increase is expected in 2010.

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: *11-107*

Budget Page #: *33*

Can the utility provide the detailed descriptions of each of the Capital Projects?

Question Answer:

2011 Budget Questions By Councillor

1933 EWMC Infrastructure - This project is to sustain the Edmonton Waste Management Centre infrastructure (utilities and facilities) including the Clover Bar Landfill, as the Centre grows and ages.

There is an ongoing need for capital investment from 2009 to 2011 to:

1. expand or maintain the Centre's infrastructure of underground services, roads, groundwater monitoring system, site drainage systems and site revegetation;
2. upgrade or replace operating equipment at plants such as the Leachate Treatment Plant;
3. provide amenities for the reception and sorting of e-waste, household hazardous waste and construction and demolition waste; and
4. provide for the capping and closure of the Clover Bar Landfill.

1934 Materials Recovery Facility Renewal (MRF) – The MRF processes recyclables collected in the City's recycling programs. This project replaces mechanical equipment at the MRF as it reaches the end of its operational life and/or adds additional and improved equipment to improve performance and throughput and accommodate growth.

1935 Integrated Processing and Transfer Facility (IPTF) – The development of the IPTF at the Edmonton Waste Management Centre provides for waste to be processed and for the transfer of residuals and unprocessable waste to landfill.

The facility will contain three main functions:

1. the production of the refuse derived fuel feedstock for the Biofuels Facility where it will be converted to methanol and then ethanol.
2. the pre-processing of waste for the Composter to remove non-compostable material from its feedstock and help to maximize its capacity; and
3. the loading of residuals and non-processible waste into trailers for hauling to landfill (transfer operation).

1946 Biofuels Research Facility - This facility will provide for research and ongoing development of thermal gasification and catalytic technologies to recover fuels from waste that cannot be recycled or processed at Edmonton Waste Management Centre (EWMC) facilities and for ongoing optimization of process facilities at the EWMC. Grants have been approved by the Province of Alberta and completion of this project is a requirement of the grant agreement.

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: *11-108*

Budget Page #: *37*

2011 Budget Questions By Councillor

Shared Services are indicated as an expense of \$5,550 on pg. 37. Why does Shared Services Exp. state \$2,161 on pg. 41.

Question Answer:

The reference on page 41 is the increase between the 2010 budgeted shared services allocation of \$3.3 million and the proposed 2011 shared services allocation of \$5.5 million.

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: *11-109*

Budget Page #: *41*

Please provide what % of Epcor's Budget is allocated to Equivalent "Services" and compare to the City of Edmonton's calculations for shared services.

Question Answer:

2011 Budget Questions By Councillor

Equivalent Shared Services and Corporate Allocation for the different utilities may be compared as follows:

Shared Services and Corporate Allocation as a % of Expenses

	Budget Page #	Included in Budget	Total Expenditure	% of Expenditure	Full Implementation	% of Expenditure
Waste Management	55	5,550	145,033	3.8%	7,400	5.1%
Sanitary Drainage	119	6,049	68,570	8.8%	5,417	7.9%
Land Drainage	154	1,828	21,429	8.5%	1,637	7.6%
Design & Construction	172	3,430	142,637	2.4%	4,253*	3.0%
EPCOR		5,343	61,278	8.7%	5,343	8.7%

*Cost to Design and Construction is less because it does not occupy office space downtown.

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: *11-110*

Budget Page #: *52*

2011 Budget Questions By Councillor

Please provide the analysis of the 14% increase in the Epcor contract for billing.

Question Answer:

There are two components to Customer Billing Services increase. The contract with EPCOR for the billing of the monthly user fee on the utility bill is expected to increase about \$500,000. TPW Committee approved the continuation of EPCOR as the City's utility billing agent on November 16, 2010.

The other part of the increase relates to the allocation of bad debt expense to Waste Management. The conversion of Waste Management to a utility increased the revenue generated from the monthly user fee billed by EPCOR (previously, a portion of the waste management fee was collected through property taxes). This in turn increased Waste's proportionate share of bad debt expense, as this is allocated based on revenue among EPCOR's utility associates, including Waste, Drainage, and EPCOR's Energy, Water and Goldbar operations. As a percentage of revenue bad debt costs were 0.41% in 2009 (\$352,000 in bad debt on a revenue base of \$86.8 million).

Program: *Budget Office*

Asked By: *Councillor Leibovici*

Question #: *11-111*

Budget Page #:

Is the corporate inflationary increase of 9.3% for utility costs and increases in consumption across the board? What has been the increase in this line item over the last 5 years?

Question Answer:

2011 Budget Questions By Councillor

The 2011 power rate increase of 9.3% was developed by the Office of Civic Accommodation, AMPW based on expected rates for Electricity as presented in the table below.

Power Rates	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>
Commodity	0.05769	0.05769	0.05769	0.05769
Other	<u>0.02831</u>	<u>0.03631</u>	<u>0.03731</u>	<u>0.03831</u>
Total	0.08600	0.09400	0.09500	0.09600
% change year over year		9.3%	1.1%	1.1%

The electricity commodity rate is in accordance with the long term contract the City has with EPCOR/Capital Power (expires Dec. 2013). The "Other" component of electricity rate is the transmission charges and is subject to change, based upon regulatory approval of rate changes proposed by the Alberta Utilities Commission.

The changes in power charges over the last 5 years for Tax-supported Operations are shown in the table below:

	2007	2008	2009	2010	2011
(\$000)	<u>Actual</u>	<u>Actual</u>	<u>Actual</u>	<u>Budget</u>	<u>Budget</u>
Power Charges	14,798	16,829	18,151	19,134	22,132
Percentage increase, year over year		14%	8%	5%	16%

The power charges include rate increase, changes in consumption, opening of new facilities.

Program: *Corporate Properties* **Asked By:** *Councillor Leibovici* **Question #:** *11-112*
Budget Page #:

Please indicate the % allocated to rate increases for each utility i.e. for water, electricity, sewer and what % is allocated to consumption and which utility experienced increases in consumption.

Question Answer:

2011 Budget Questions By Councillor

As follows is a summary of expected rates for Electricity and Natural Gas

Electricity (figures in \$/kWh)

	2010	2011	2012	2013
Commodity	0.05769	0.05769	0.05769	0.05769
Other	0.02831	0.03631	0.03731	0.03831
Total	0.08600	0.09400	0.09500	0.09600
% change vs. previous year		+9.3%	+1.1%	+1.1%

Gas (figures in \$/GJ)

	2010	2011	2012	2013
Commodity	5.482	5.543	5.814	5.988
Other	1.968	1.829	1.929	2.029
Total	7.450	7.372	7.743	8.017
% change vs. previous year		-1.0%	+5.0%	+3.5%

Note that since these rates were provided, our consultant has indicated that gas commodity rate has come down substantially to the mid \$4. range (about \$1. per GJ lower), which should result in a lower cost in 2011, if rates remain stable.

The Electricity commodity rate is in accordance with the long term contract the City has with EPCOR / Capital Power (expires Dec. 2013).

The City currently has no contract for gas but have benefited from the low gas default rate being experienced and expect to continue to do so during 2011.

The "Other" component of both the Electricity and Gas rates are the transmission and delivery charges that are subject to change, based upon regulatory approval of rate changes proposed by the Alberta Utilities Commission.

With respect to the consumption aspect of the question, 2010 consumption was based upon 2009 actual consumption for new and existing services. With new sites / services, consumption of gas was projected to decrease by 3.7% and electricity increase by 2.1% in 2010, over 2009 levels.

Based upon the dates that the new sites / services were to come on-line, gas consumption was projected to increase over 2010 levels by .5% in 2011, 3.4% in 2012 and 5.6% in 2012 and electricity by 0% in 2011, .1% in 2012 and .2% in 2013.

Departments were provided with these projections to use in preparing their utility budgets. Energy Management (AMPW Corporate Properties) was not involved in providing projections for water, waste and sewer budgets.

2011 Budget Questions By Councillor

The following inflation rates for Drainage and Waste Management were provided to the departments as part of the 2011 – 2013 cost assumptions.

Sanitary & Land Drainage Rates	The annual Sanitary & Land Drainage Utility rate increases are:	<u>2011</u>	<u>2012</u>	<u>2013</u>
	Sanitary	10.0%	10.0%	10.0%
	Land Drainage	10.0%	10.0%	10.0%
Waste Management	The annual Waste Management Utility rate increases are:	<u>2011</u>	<u>2012</u>	<u>2013</u>
		5.0%	5.0%	5.0%

These projection guidelines were developed in June 2010 based on preliminary budget estimates. The 2011 rates increases for all three utilities are reflected in the 2011 Operating Budget to be considered by Council on November 29.

Program: *Waste Management*

Asked By: *Councillor Leibovici*

Question #: 11-113

Budget Page #: 60

2011 Budget Questions By Councillor

Provide the analysis and projections for Revenue projections that lead to approval of partnerships with GEEP and Grey's Paper, etc.

Question Answer:

The analysis results in the revenue projections for the Closed Loop Recycling initiative with Grey's Paper Recycling and the Electronics Processing initiative with GEEP as shown on Page 31. In both cases revenue is generated from property rent and share of profit, and the City does not pay for material to be processed. These business considerations were approved in recommendation reports to TPW Committee and Council.

Program: *Drainage Services*

Asked By: *Councillor Leibovici*

Question #: *11-114*

Budget Page #: *72*

How is priority determined for which neighbourhood is renewed – is it the condition of the roadway or drainage renewal ?

Question Answer:

For the Roadway Renewal Program, candidate neighbourhoods are identified and prioritized for either overlay or reconstruction based on the surveyed condition of roads and sidewalks. Similarly, the Drainage Neighbourhood Renewal Program Priority List is prepared based on the condition of the sewer pipes. Drainage and Transportation then review both lists to come up with a coordinated list. The objective is to ensure timely sewer renewal works and avoid disturbing newly reconstructed pavements as well as minimizing public inconvenience. The coordinated list is regularly reviewed and updated by both departments.

2011 Budget Questions By Councillor

In neighbourhoods where the sewers are in poor condition requiring immediate renewal but roadway condition is reasonably good, thus not presenting themselves as good candidates for coordination, Drainage Services will proceed with the renewal work and any disturbed pavement will be restored to City standards.

Program: *Drainage Services*

Asked By: *Councillor Leibovici*

Question #: 11-115

Budget Page #: 72

a) *Indicate which neighbourhoods will benefit from drainage renewal works if the additional \$26 m. is provided?*

b) *Will transportation require additional funding to reconstruct roadways as a result of this additional \$26 m? Is lane rehabilitation part of this renewal?*

Question Answer:

a) The additional \$26M requested for the Neighbourhood Renewal Program is to complete those neighbourhoods where drainage renewal works have commenced in 2010 and to commence drainage works on six more neighbourhoods in 2011. The list of neighbourhoods which will benefit from the \$26M are:

Belgravia
Argyll
North Glenora
Sherbrooke
Empire Park
Windsor Park
Capilano
Montrose
Dovercourt
Grovenor
West Jasper Place
King Edward Park

b) No. Transportation has planned a neighbourhood reconstruction program based on available funding on the assumption that sufficient funds will be budgeted through the drainage utility to undertake required drainage renewal. The additional \$26M requested in 2011 by Drainage Services is to ensure that drainage renewal works will be undertaken in advance of roadway works in those neighbourhoods identified by Transportation Department as requiring reconstruction works in the next few years under such planned program. Neighbourhood reconstruction of roads and sidewalks may need to be deferred if required funds are not available through the drainage utility to undertake the drainage renewal works.

No. At the present time, sewer renewal works triggered by alley rehabilitation works have not been included in the Drainage Neighbourhood Renewal Program. A separate funding strategy will need to be developed in conjunction with Transportation Department.

Program: *Drainage Services*

Asked By: *Councillor Leibovici*

Question #: 11-116

2011 Budget Questions By Councillor

Budget Page #: 73

From 1999 – 2007 approximately \$6m has been budgeted annually for the Sewer Rehab Program. What has caused the doubling of expenditures in 2008 – 2014?

Question Answer:

The increase in the budget for the Sewer Rehabilitation Program was mainly due to the increase in high priority (i.e. emergency) repair works experienced since 2006.

Program: Drainage Services

Asked By: Councillor Leibovici

Question #: 11-117

Budget Page #: 73

Was there a previous Asset Management Strategy to ensure the optimum approach for renewal of drainage assets.

Question Answer:

Yes, currently, renewal and upgrading of drainage assets are based on physical condition and functional assessments. Drainage Services is now embarking on the development of a more structured asset management strategy to further improve and optimize the proactive planning process.

Program: Drainage Services

Asked By: Councillor Leibovici

Question #: 11-118

Budget Page #: 78

Explain the need for the additional 5.2 FTE's.

Question Answer:

As shown in the tables on Page 78 and Page 80, a total of 8 (i.e. 5.2 + 2.8) additional FTEs with a corresponding reduction of 3 (i.e. 2.1 + 0.9) FTEs, resulting in a net increase of 5 new FTEs, have been included in the Proposed 2011 Sanitary and Land Drainage Budget.

Of the 5 new FTEs requested, 3 FTEs are required to staff a midnight shift added to the Drainage Operations Call Management Centre to provide 24 hours per day/7 days per week coverage in handling public complaints. The other 2 FTEs are needed for the development and implementation of a preventive maintenance plan for pumpwells using the SAP Plant Maintenance Module.

The other changes to the FTEs (i.e. 3 addition cancelled out by 3 reduction) only involve internal reorganization and reclassification of approved positions to handle neighbourhood renewal and strategic planning duties.

Program: Drainage Services

Asked By: Councillor Leibovici

Question #: 11-119

Budget Page #: 86

Is the Mature Neighbourhood Rehab Drainage project akin to the Neighbourhood Rehab/Renewal Project funded by 2% of tax levy?

Question Answer:

The project is akin in that they are coordinated with Transportation Department's Neighbourhood Renewal program, but they are not akin in that the Transportation Department's Neighbourhood

2011 Budget Questions By Councillor

Renewal program is partly funded by the 2% special tax levy; however, the Drainage portion is solely funded by the Utility rates.

Program: *Drainage Design & Construction*

Asked By: *Councillor Leibovici*

Question #: 11-120

Budget Page #: 172

Explain the increase of 21 FTE's in Design and Construction. How many new projects have been successfully bid on to merit this increase?

Question Answer:

The request of an additional 21 FTEs in the 2011 budget are: 8 positions for tunnel work, 6 labourer positions to support the growing tunnel construction business, 3 equipment operators, 3 Engineering Technicians and 1 contract manager to coordinate all contract procurements and agreements. The positions will be filled as required to meet workload demands; however, the full amount of work identified in the 2011 budget is considered secured:

External Projects - \$11,136K
Drainage Services – \$107,560K
Other City of Edmonton Projects - \$28,353K

Please refer to response in question 11-230.

Program: *Drainage Services*

Asked By: *Councillor Leibovici*

Question #: 11-121

Budget Page #: 185

The Utility Advisor indicated that there should be a dollar for dollar reduction in the tax-supported cost of the Shared Services. Is there?

Question Answer:

Yes, the shared services amounts that are charged to the Utilities are reflected as a recovery in the 'Intra-municipal Recoveries' line of the proposed budget summaries; therefore, reducing the Net Operating Requirement (or Tax Levy).

2011 Budget Questions By Councillor

Program: Fire Rescue Services

Asked By: Councillor Sloan

Question #: 11-122

Budget Page #:

Please provide a financial summary on the transition of ambulance services to the province including the impact on operating capital assets and equity revenue/losses as well as any transfer impacts to the fire services budget.

Question Answer:

EMS transition occurred on April 1, 2009 at which time tax levy support for EMS services was removed from the 2009 budget. In 2008, the City had supported EMS service with budgeted tax levy support of \$9.0M.

EMS equipment assets were sold by the City to Alberta Health Services (AHS), valued at approximately \$830k. The City also agreed to provide AHS access to city owned capital assets in order to ensure seamless service delivery. This primarily consisted of establishing two key service agreements.

City owned facilities (EMS Stations) were leased to AHS through Corporate Properties so AHS could continue to deploy and use those stations. The interim agreements for these facilities were renegotiated in 2010 and subsequent revenues to the value of \$1.15M has been built into the base budget for 2011.

Fleet Services entered into a service agreement with AHS to lease, maintain and service city owned ambulances and light duty emergency vehicles (in addition to maintain and service 5 locally AHS owned ambulances and 1 light duty emergency vehicle). This interim agreement was also renegotiated in 2010 and revenues/fees from the contract to the value of \$2.0M have also been built into the base budget for 2011.

Ambulance Dispatch has been provided to AHS by Fire services since transition to allow AHS time to establish their own ambulance dispatch centre. This contract is scheduled to expire at the end of 2010. In 2009, approximately \$2.7M of dispatch revenue was transferred to corporate revenues. In 2010, the contract is estimated to generate \$3.6M (based on the projected number of calls to be managed). In order to maintain appropriate staffing levels in the Fire Rescue Emergency Response Communications Centre (ERCC), a portion of the revenue from the contract (approximately \$500k) has been used to fund overtime in the centre rather than hire additional staff that would have been required to address increasing EMS call volume. The remainder of the revenue estimated at \$3.1M is being transferred to general corporate revenues. This revenue will end in 2011 when the Province assumes EMS dispatch responsibility. The responsibility and the expenditure for Fire dispatch remains with the City of Edmonton.

In the 2011 operating budget the Fire Rescue Operating Budget has been reduced by 4.0 FTEs and the associated salary (\$360k) to reflect the loss of EMS dispatch services. General corporate revenue for 2011 does not include any EMS dispatch services revenue.

Program: Land Enterprise

Asked By: Councillor Sloan

Question #: 11-123

Budget Page #:

Please provide projected costs/revenues associated with the City Centre Airport Lands

2011 Budget Questions By Councillor

closure/redevelopment for 2011 and 2012 as well as the actual costs and revenues for 2009 and 2010.

Question Answer:

2011 Budget Questions By Councillor

City Centre Lands 2011 and 2012 Revenue and Expense In 000's

	2011 Budget	2012 Budget
Revenue		
Leases from ERAA	\$1,700	\$1,700
Airport User Fees	\$1,900	\$1,900
Total	\$3,600	\$3,600
Expense		
Lease Operations	\$1,400	\$1,428
Airport Operations	\$1,900	\$1,938
Redevelopment Office	\$1,968	\$2,007
Total	\$5,268	\$5,373
Net	(\$1,668)	(\$1,773)

The costs include the \$0.250 million honorarium for the five teams plus an allocation for the contract for the winning submission.

Pages 109, 114, and 115 of the budget document have further details on the 2011 Budget.

2009 and 2010

In 2009 any work on the City Centre Lands issue was performed as part of the Land Enterprise operations. On November 30, 2009 Council approved an Operating Budget of \$1.4 million from Land Enterprise for a City Centre Land Development Office. As of September 30, 2010, \$0.165 million had been spent from this budget.

On July 9, 2010 Council approved a Capital Budget of \$24 million for environmental testing and purchases of leasehold interests. Approximately \$9.4 million has been spent or committed to be spent to date.

Revenues have not yet been received on these leasehold purchases as one has just closed and the other closes on December 31, 2010. Annual revenues from these purchases will be \$1 million. The Amending Agreement with Edmonton Regional Airports Authority provides that the Authority will continue to operate the aviation aspects of the airport with the City paying for the net costs associated with the continued operation of the airport. It is anticipated that this net cost will be \$0, with costs and revenues expected to each be approximately \$1.9 million. Please see the November 16, 2010 TPW report 2010PW5470 for additional information.

Program: *Planning, Policy and
Community Standards*

Asked By: *Councillor Sloan*

Question #: *11-124*

2011 Budget Questions By Councillor

Budget Page #:

Please provide the service package and associated funding required for the renewal of area structure plans in the Jasper Place Revitalization neighbourhoods: West Jasper Place, Canora, Britannia Youngstown and Glenwood in 2011

Question Answer:

Should Council wish to pursue area redevelopments plans for each of these four neighbourhoods, then Administration could assess the need during 2011 (using the additional capacity provided through the Transit Oriented Development service package). Proposed capacity would allow for up to 2.5 plans per year. However, priorities have currently been determined in the context of Great Neighbourhoods.

Current work underway as per the Jasper Place Revitalization Strategy, is updating the land use planning and streetscape design/improvements for the area along Stony Plain Road. Administration is coordinating this work with the planning for West LRT. Administration's work will result in, among other things, a Transit Oriented Development Plan that overlays those portions of the West Jasper Place, Glenwood, Britannia Youngstown and Canora neighbourhoods where the greatest future redevelopment pressure is expected.

Administration has requested a service package as part of the proposed 2011 operating budget to undertake Transit Oriented Development planning for a number of future and existing LRT station locations. Approval of this service package will provide Administration additional capacity, should it be necessary, to complete the above described land use planning along Stony Plain Road. Completion of Area Structure Plans for these neighbourhoods is outside the scope of this package.

The approved Residential Infill Guidelines and the future Transit Oriented Development Guidelines should be sufficient to address redevelopment pressures that may be present in those portions of the West Jasper Place, Glenwood, Britannia Youngstown and Canora outside the boundaries of the future Transit Oriented Development Plan for Stony Plain Road.

Program: *Neighbourhood & Community Development*

Asked By: *Councillor Sloan*

Question #: *11-125*

Budget Page #:

Please provide the 2010 budget and actual expenditures for the NET Teams and the names of those communities assessed as needing NET Teams in the city.

Question Answer:

The 2010 Community Services budget for NET was \$525,000 for personnel and \$15,000 for program costs. The personnel budget is for the salaries and benefits of the six Community Capacity Builder staff that the City provides for the NET teams. Personnel and program expenditures are occurring as planned and the budget is expected to be fully expended by the end of the year.

The Edmonton Police Service 2010 budget includes \$843,000 for NET of this \$840,000 was for personnel costs for a program manager, a support staff a Sergeant that commenced in September and six Constables . The majority of program costs are offset by donations and a

2011 Budget Questions By Councillor

provincial grant.

Actual expenditures to the end of October are \$ 694,000.

There isn't a list of communities that need NET. Need is determined at the time a team is considered to have achieved its objectives in its current location and is ready for redeployment somewhere within the same police division. Six Neighbourhood Empowerment Teams (NET) comprised of City of Edmonton Community Capacity Builders, Edmonton Police Service Constables and Youth Workers from The Family Centre, develop and implement community action plans to prevent crime in neighbourhoods where crime rates are increasing. Currently these neighbourhoods are: Callingwood South, Southwood, 118th Avenue, Britannia Youngstown, Calder, and Bonnie Doon.

Program: *Parks*

Asked By: *Councillor Sloan*

Question #: *11-126*

Budget Page #:

Please provide the expenditures of the Natural Areas Reserve Fund from 2005-2010 and the names of areas/lands acquired. What are the proposed purchases for 2011.

Question Answer:

The following sites have been purchased using the Natural Area Reserve Fund.

2008

The Hamptons (NW 302)

1.6 ha

2009

Rapperswill (NW 7016)

4.0 ha (gross)

Approximately \$2.7 million million spent in 2008 and 2009

ONA Acquisition Sites Currently Under Negotiation

This list outlines areas that are currently in negotiation or that are being investigated for potential purchase of whole or portions of parcels. In some cases, the approximate value is unknown or roughly estimated and will depend on whether select portions of parcels that contain natural areas are able to be purchased.

PLANNED AREAS

1) Crystallina-Nera (NE8088) – anticipate finalization in early 2011

3.0 ha portion

2) McConachie (NE8091) – anticipate finalization in 2011

4.9 ha portion

3) McConachie (NE8091) – anticipate finalization in early 2011

8.1 ha portion

Budgetted Total for 2011 approximately \$8.6 million

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UNPLANNED AREAS

- 4) Rural NE Horsehill (NE8002)
- 5) Rural SE (SE5007) 16 ha parcel
- 6) Rural SE (SE5007) 16 ha parcel
- 7) Rural SE (SE5007) portion of 42 ha parcel
- 8) White Birch (NW384) (secure connection between current parkland and river valley)
- 9) Edgemont (NW318) 4-5 ha parcel

An estimated total budget of approximately \$9.7 million is required for unplanned areas acquisition.

The above list represents allocation of most, if not all, of the remaining funds pursuant to the Borrowing Bylaw. It is anticipated that once the funds are allocated, the City will purchase approximately 100 ha of additional natural areas (includes Planned and Unplanned areas under negotiation).

Program: *Parks*

Asked By: *Councillor Sloan*

Question #: *11-127*

Budget Page #:

Please provide a service package and estimated budget required for concept planning the lands adjacent to Lois Hole Provincial Park and the Centennial Lands

Question Answer:

The responsibility for conceptual design for Lois Hole is still with the Province. However, based upon our understanding with Provincial Parks staff about the intent of the park, the program could include a trailhead staging area, a trailhead building, parking lot, utility servicing, trails and interpretive viewpoints, signage and seating areas.

For Centennial Lands, we do have a preliminary concept plan developed in-house that can be used as a starting point. Due to the physical limitations of the site, vehicular access and parking will be a challenge. As a result, facility development will be minimal and the focus will centre largely on trails-based, passive type uses with a small trailhead facility along with a future footbridge connection to Terwillegar Park. Additional costs to complete an updated concept plan are estimated at \$250k.

Program: *Transportation Systems*

Asked By: *Councillor Sloan*

Question #: *11-128*

Budget Page #:

Does the budget contain any provisions that fund ongoing projects related to LED lighting pilot projects?

Question Answer:

2011 Budget Questions By Councillor

The funding of the initial LED street lighting pilot projects was included as part of the 2010 budget. We have now moved beyond pilot projects and are beginning to implement conversion of residential street lights to LED. In 2011, this is being done through two activities:

- Replacement of street light poles, bases, fixtures and electrical systems in reconstruction neighbourhoods using LED fixtures for those neighbourhoods where construction is beginning in 2011 (this work is funded through the capital budget)
- Replacement of street light poles and fixtures in overlay neighbourhoods, funded through the capital budget

In the discussion of this topic at the Transportation and Public Works committee meeting on November 16, it was indicated that our intent would be to reinvest operating budget savings from energy consumption into additional LED fixtures in other neighbourhoods that are not identified for reconstruction or overlay and therefore not eligible for capital funding. We are also investigating potential funding mechanisms that would allow for a more rapid replacement of LED street light fixtures in neighbourhoods to more rapidly gain the energy saving and associated cost savings from reduced power consumption.

Further to the LED work in the neighbourhoods the North LRT project is also incorporating LED street lighting on selected pedestrian facilities at the stations and as part of the streetscaping elements on adjacent road within the scope of the project.

Where justified by economics and technical considerations, LED lights are being installed in building lighting retrofit projects such as ACT Centre and O'Leary Leisure Centre. Consultants are being asked to consider LED pot lights at new construction projects to help with LEED Certified application processes. Parking lot lighting conversion projects will use the lessons learned from the street lighting trials and consider LED technology commencing 2011.

Program: *Assessment & Taxation* **Asked By:** *Councillor Sloan* **Question #:** *11-129*
Budget Page #:

Please provide the actual revenues received in each tax base category from 2005-2010 (residential, non-residential, commercial, industrial, agricultural, linear property, machinery/equipment).

Question Answer:

Below are the revenues per property assessment class as per the Tax Rate Bylaws. The linear is separated from the non-residential; however, we do not delineate between industrial and commercial properties for tax purposes. Please note that in 2010, the definition and assessment classes for Residential and Other Residential changed.

2011 Budget Questions By Councillor

Year	Assessment Class	Municipal Taxes
2010	Residential	\$387,737,456
	Farmland	149,848
	Other Residential	47,958,640
	Non-Residential	398,552,397
	Linear	18,770,989
	Machinery & Equipment	0
	TOTAL	\$853,169,330
Business Tax	\$33,176,212	
		\$886,345,542
2009	Single Family Residential	\$354,942,485
	Farmland	128,895
	Other Residential	49,684,291
	Non-Residential	344,130,510
	Linear	15,824,721
	Machinery & Equipment	0
	TOTAL	\$764,710,902
Business Tax	\$62,453,870	
		\$827,164,772
2008	Single Family Residential	\$340,557,750
	Farmland	107,405
	Other Residential	41,758,370
	Non-Residential	283,449,753
	Linear	15,727,424
	Machinery & Equipment	0
	TOTAL	\$681,600,702
Business Tax	\$86,033,000	
		\$767,633,702

2011 Budget Questions By Councillor

Year	Assessment Class	Municipal Taxes
2007	Single Family Residential	\$291,615,366
	Farmland	164,225
	Other Residential	39,177,827
	Non-Residential	215,023,244
	Linear	16,630,432
	Machinery & Equipment	0
	TOTAL	\$562,611,094
Business Tax	\$105,028,000	
	\$667,639,094	
2006	Single Family Residential	\$255,434,513
	Farmland	183,662
	Other Residential	38,734,573
	Non-Residential	194,132,115
	Linear	16,531,957
	Machinery & Equipment	0
	TOTAL	\$505,016,820
Business Tax	\$97,450,000	
	\$602,466,820	
2005	Single Family Residential	\$233,322,167
	Farmland	161,373
	Other Residential	39,329,624
	Non-Residential	181,393,374
	Linear	15,711,272
	Machinery & Equipment	0
	TOTAL	\$469,917,810
Business Tax	\$90,709,000	
	\$560,626,810	

Program: Corporate Accounting

Asked By: Councillor Sloan

Question #: 11-130

Budget Page #:

2011 Budget Questions By Councillor

Please also provide the actual funds used from reserves to fund operating expenses (including Ed Tel, Financial Stabilization reserve, Utility Reserves and EPCOR Dividends) for 2005-2010 (per year).

Question Answer:

The table below outlines the payments made from the Financial Stabilization Reserve to fund operating expenses from 2005 to 2009, with projections for 2010. Also shown are the dividends received from 2005 to 2009 and the projected dividends for 2010 from the Ed Tel Endowment Fund and EPCOR.

(\$000's)	Projected 2010	2009	2008	2007	2006	2005
Financial Stabilization Reserve¹	\$ 36,329	\$ 15,727	\$ 19,060	\$ 9,128	\$ 7,514	\$ 1,981
Dividends and Transfer Fee						
Ed Tel Endowment Fund						
Regular Dividends	\$ 24,698	\$ 34,991	\$ 35,200	\$ 31,964	\$ 30,258	\$ 28,788
Special Dividends	-	-	8,800	7,991	7,565	-
	\$ 24,698	\$ 34,991	\$ 44,000	\$ 39,955	\$ 37,823	\$ 28,788
EPCOR						
Dividends	\$ 135,786	\$ 133,700	\$ 130,435	\$ 127,600	\$ 125,100	\$ 122,669
Gold Bar Transfer Fee	\$ 15,250	\$ 16,500				

Note:

1) The Financial Stabilization Reserve is primarily used to address timing differences that exist when payments cannot be made within the same fiscal year as operating budget approval. The 2009 draw from reserve of \$15.7 million consists primarily of \$6.0 million for the Art Gallery, \$4.0 million to offset lower investment earnings, \$2.4 million for Rexall Indy, \$0.7 million for the Worlds Fair, \$0.5 million for the Humane Society, \$0.5 million for Council Initiatives and \$0.4 million for the Telus World of Science. The 2010 projection of \$36.3 million consists of the following significant amounts: \$9.0 million Go Centre, \$6.0 million Affordable Housing, \$4.0 million budget strategy, \$4.0 million Trolley Decommissioning, \$1.7 million Aboriginal Transitional Component of Boyle Renaissance, \$1.0 million Art Gallery and \$1.0 million Family and Community Support Services Funding.

2011 Budget Questions By Councillor

Program: Budget Office

Asked By: Councillor Sohi

Question #: 11-015

Budget Page #: 6

The City's share of taxes paid by the average Edmonton household has shrunk to 4%. What strategies are in place or are being developed to reverse this trend?

Question Answer:

Income taxes for provincial and federal governments automatically increase with a rise in income; while property taxes paid to the City do not automatically increase with a rise in assessment.

The City of Edmonton has limited sources of revenue other than property taxes and user fees. The City is addressing the need for access to sustainable, predictable, long-term alternative sources of revenue through development of the Way We Finance Plan.

The completed Way We Finance plan will include strategies on how to access alternative sources of sustainable, predictable and long-term revenue.

Program: Office of the Deputy City Manager

Asked By: Councillor Sohi

Question #: 11-016

Budget Page #:

What is the Intergovernmental Affairs Branch's role in ensuring that other orders of government understand our city's dependency on property taxes, and the need to pursue other revenue sources to adequately meet the needs of residents?

Question Answer:

Intergovernmental Affairs undertakes a variety of advocacy strategies to ensure that other orders of government are aware of the fiscal situation of our city relative to our limited sources of revenue. Three key examples include:

- 1) High-level Advocacy: City of Edmonton budget submissions to the Federal and Provincial governments for 2011-2012 fiscal year. Sent to other orders of government in the fall, these submissions highlighted existing City of Edmonton revenue sources, the fact that the City is not allowed to plan its operating budget for a deficit, and the fact that the City must use market assessment to determine each property's share of the total taxes required each year. The submissions also noted the importance of grants and transfers and the fact that municipalities must rely heavily on property taxes as other sources of revenue are limited, which is an ongoing challenge for the City. Both submissions highlighted the need for other orders of government to provide more revenue opportunities for cities.
- 2) Legislative Review (targeted advocacy and response): The IA Branch monitors and coordinates City of Edmonton response to key pieces of proposed legislation that will affect the City's ability to collect much needed revenue. The City recently made a written submission and verbal presentation (by the Mayor) to the Province on Bill 203, "Municipal Government (Local Access and Franchise Fees) Amendment Act 2010," which would have standardized the percentage of local access and franchise fees collected by municipalities across Alberta. As Bill 203 would have had the effect of reducing municipal autonomy and the potential to jeopardize an important non-property tax revenue source the City of Edmonton was opposed to this Bill. Edmonton was successful in its advocacy efforts in contributing to the Government's rejection of this Bill in September.
- 3) Proactive Planning: The IA Branch is involved in Finance & Treasury's development of The

2011 Budget Questions By Councillor

Way We Finance.

Program: *Assessment & Taxation*

Asked By: *Councillor Sohi*

Question #: *11-017*

Budget Page #:

What percentage of the City's property tax revenue comes from residential property taxes versus commercial property taxes? Please provide this figure for each of the past five years.

Question Answer:

The response is based on the information contained as part of the approval of the tax rate bylaw for each of the last five years. Included within the Residential grouping percentage is Farmland and Other-Residential (apartments). The first table includes only property taxes. The second table includes the amount collected through business taxes and is incorporated into the non-residential property levy. Non-Residential includes commercial, industrial and linear. The phasing out of business tax contributes to the increase in the percentage of non-residential tax.

Table 1 (business tax not included)

	% of Levy	
Tax Year	Residential	Non-Residential (commercial and industrial)
2010	51.1	48.9
2009	52.9	47.1
2008	56.1	43.9
2007	58.8	41.2
2006	58.3	41.7

Table 2 (business tax included as part of Non-Residential)

	% of Levy	
Tax Year	Residential	Non-Residential (commercial and industrial)
2010	49.2	50.8
2009	48.9	51.1
2008	49.8	50.2
2007	49.6	50.4
2006	48.9	51.1

Program: *Assessment & Taxation*

Asked By: *Councillor Sohi*

Question #: *11-018*

2011 Budget Questions By Councillor

Budget Page #: 22

Of the projected \$60.1 million increase in property tax revenue, \$15.0 million is from real assessment growth. What portion of this assessment growth revenue comes from infill development and what portion comes from suburban development?

Question Answer:

The assessment/property tax growth contained within the budget is an estimate based on actual and projected permits as well as estimated completion and/or status of completion of the buildings on December 31, 2010. The growth estimate also includes incremental land assessment changes due to zoning and/or use changes up to and including December 31, 2010. The actual assessment growth will be calculated and provided when the tax rate bylaw is presented to City Council in April.

Based on supplementary assessment/tax information available to date, approximately 10% or \$1.5 million of the supplementary assessment/tax growth is considered to be infill development. The remaining 90% or \$13.5 million is considered suburban development.

Program: *Corporate Accounting* **Asked By:** *Councillor Sohi* **Question #:** 11-019

Budget Page #:

Are non-residential property taxes eligible to be claimed as expenses against businesses' incomes?

Question Answer:

Non-residential property taxes are eligible to be claimed as business expenses against business income. Generally, most outlays or expenses incurred by a taxpayer for the purpose of gaining or producing income from a business or property is eligible as a deduction. Additionally, if a taxpayer operates a business out of his/her home, the residential property taxes that relate to the portion of the home used for business purposes is eligible for a deduction as well.

Program: *Budget Office* **Asked By:** *Councillor Sohi* **Question #:** 11-020

Budget Page #:

What percentage of the City's revenue has been derived from user fees in each of the past five years?

Question Answer:

2011 Budget Questions By Councillor

Percentage of user fee revenue over the last 5 years is presented in the table below:

	2006 Budget	2007 Budget	2008 Budget	2009 Budget	2010 Budget
User Fees Revenue, % of total Revenue	18.4%	18.9%	17.0%	17.8%	18.5%

2006-2007 have been adjusted for the removal of EMS and Waste.

Program: *Office of the Deputy City
Manager*

Asked By: *Councillor Sohi*

Question #: *11-021*

Budget Page #:

The budget proposes that Green Power purchases amount to 15% of the City's overall consumption in 2011. What are the sources of this power, and what is the additional cost of these Green Power purchases?

Question Answer:

Wind, biomass, solar or small-scale hydro generated power would be considered green power sources, akin to renewable energy supplies. There are about seven large suppliers of green power. The premium for green energy varies from supplier to supplier, but a 2 cent/kWh premium (roughly 30%) was used as an estimate for the purchase of green energy to achieve emissions reductions in City Operations for 2011. Green power purchase will reduce City Operations projected 2011 greenhouse gas emissions from 330,000 tonnes to 312,000 tonnes. The total cost based on an estimated \$0.02 per kWhr premium is about \$400,000. This cost could be higher or lower depending upon what is actually negotiated for the green power premium.

2011 Budget Questions By Councillor

Program: Budget Office

Asked By: Councillor Sohi

Question #: 11-022

Budget Page #:

The typical monthly household costs in Edmonton for natural gas and electricity are \$153 and \$105, respectively. How much of each amount is attributable to franchise fees?

Page: E9

Question Answer:

The report presented to City Council on November 9, 2011, "5.7 Franchise Fees Rate Increases - 2011 Operating Budget" included information regarding average electricity and gas franchise fees for various consumer groups. With respect to residential customers, the report indicated the following:

	2010
Electricity	\$2.93 monthly
Gas	\$10.80 monthly

It is important to note that the presentation in the budget document is based on a 2008 survey of household expenditures (inflated by 3% for 2009 and 2010) and reflects the full utility bill, i.e. including costs of the energy commodity itself. Electricity and natural gas prices can be highly variable whereas franchise fees are relatively stable in comparison. As a result, the proportion of franchise fees to the total bill will vary over time.

Program: Drainage Services

Asked By: Councillor Sohi

Question #: 11-023

Budget Page #: 5

The proposed Collection and Transmission Fee for sanitary utilities is based on water consumption. Does this mean that households that consume more pay more, and is this the case for other utility fees?

Question Answer:

Yes. Sanitary rates contain both a fixed and variable portion based on water consumption; therefore, the more a household consumes, the more they will pay for the Sanitary utility charge.

2011 Budget Questions By Councillor

As for other utilities, the Water (EPCOR) and the Wastewater Treatment (EPCOR) charges are also based on a fixed and a variable component. The Land Drainage charge is a fixed charge based on property size and a run-off co-efficient depending on land use. The waste management charge is a fixed fee based on single residential versus multi-family residential.

Program: *Transportation Systems* **Asked By:** *Councillor Sohi* **Question #:** *11-024*
Budget Page #: *564*

Will reductions in the 2011 Transportation Systems budget have an impact on snow removal services? Will they have an impact on signalization of intersections and crosswalks?

Question Answer:

The 2011 Transportation Systems Budget provides funding to address winter road maintenance activities and services in accordance with the policy approved by City Council in spring, 2010. The budget also includes adjustments for inventory increases.

The budget also includes adjustments for operating costs associated with signalization of intersections and crosswalks. The funding for the installation of new or upgraded signals and crosswalks is funded through capital projects, or through developer funding.

Program: *Combative Sports Commission* **Asked By:** *Councillor Sohi* **Question #:** *11-025*
Budget Page #: *615*

What are the reasons for the \$469K increase in the Edmonton Combative Sports Commission's budget? Which fees are being increased to recover this cost?

Question Answer:

2011 is the first year that the Edmonton Combative Sports Commission (ECSC) is presenting their budget to City Council. While this may appear to be an increase, \$469K is the funding requirement for 2011.

Limited budget information from previous years is reflective of operating and financial record keeping standards of the Commission which require improvement. Prior to 2010, the Commission handled financial transactions with cash. In addition, they often did not keep full records of payments made to event promoters and participants.

2010 has seen major changes in the operation of the ECSC including the development of more stringent operating and financial procedures. These changes have been implemented jointly by the new Executive Director of the Commission and Finance and Treasury Department. These procedures and internal controls may be enhanced further in early 2011 once the findings and recommendations identified in the Sierra Systems independent review and from the Office of the City Auditor go to Committee and Council.

The summary of key changes found on page 619 shows the 2011 revenue for the ECSC based on existing activity levels and a 5% fee increase. It is important to note that the operation of the ECSC in 2011 will continue to be subsidized by the Planning and Development Department in the amount of \$98K. The Community Standards Branch will introduce new bylaws early in 2011 for

2011 Budget Questions By Councillor

Council's consideration which will include a schedule of fees with increases based on a cost recovery model.

Program: *Economic Development Corporation*

Asked By: *Councillor Sohi*

Question #: 11-026

Budget Page #: 582

On what basis is EEDC projecting a 13.2% decline in the Shaw Conference Centre's revenue from food, beverage and rentals?

Question Answer:

The 2010 revenue forecast for the Shaw Conference Centre (SCC) is \$14.4 million. This is an 8% increase over 2009 actual revenue for the Centre. Based on strong 2010 results, which includes the financial and economic impact for the Grey Cup, the proposed 2011 budget is \$0.8 million under the 2010 revenue forecast at \$13.5 million. The 2011 revenue will be lower than our 2010 forecast due to the expected mix of events anticipated. Normal regional cycles in conventions will produce a lower number of conventions and associated revenue captured in 2011. The average number of delegates attending conventions will rebound slightly with the continued economic recovery and nature of scheduled events next year. This increase in attendance from fewer, larger events does not necessarily generate food and beverage revenue for the SCC; however it will help to increase the economic impact for the Edmonton region. EEDC tourism initiatives to increase the delegate spend will also contribute to a higher economic impact in 2011. This normal regional cycle in conventions, coupled with the continued reduced spending on the part of corporations for discretionary spending and all levels of government in 2011 will decrease revenues and the associated expenses at SCC next year. Overall, even given lower revenues for 2011 it is expected that the SCC will continue to outperform the national convention market.

Program: *Economic Development Corporation*

Asked By: *Councillor Sohi*

Question #: 11-027

Budget Page #: 586

Why does the Edmonton Research Park require tax support? What are the benefits of the ERP to Edmonton, and what support do other orders of government provide for it?

Question Answer:

The Edmonton Research Park (ERP) provides special-use lease space and entrepreneurial support services to Edmonton-based 'start-up' technology companies. The ERP is an investment in the development of new Edmonton based research or technology-intensive companies that will help to diversify the local economy and provide employment opportunities for our citizens. These firms employ highly skilled and highly educated individuals drawn from our post-secondary institutions, and attract highly skilled talent into the Edmonton area. ERP fills a crucial gap in the company formation cycle for these firms in the provision of specialized space on flexible lease terms. Through decreasing risk and providing connections for these early stage companies, the ERP facilitates entrepreneurs in creating and growing businesses in the region. Tax support is required in order to provide infrastructure and assist young and emerging companies in Edmonton that would not be able to meet the conditions, rent the minimum physical space, and submit to financial guarantees present in many typical commercial leases.

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The objective is to assist as companies mature and grow to the point where they are actively contributing to the local economy through their payroll, operating budgets and payment of taxes. The ERP has been successful in advancing small technology organizations into many small to midsize companies. Currently the 50 firms in Edmonton Research Park employ approx 1,500 employees, mainly in high-skilled and high paid positions such as scientists, engineers and technicians. These businesses contributed property taxes and business taxes to the City. In addition to the tax revenues, the City of Edmonton is the recipient of flow-through revenue from lot leases and land sales.

The ERP is supported by all levels of government, primarily in the form of capital funding and operating grants for tenants. The Province of Alberta and Government of Canada contributed \$5M to the development of the Biotechnology Business Development Centre in 2007 (a 62,000 sq ft multi-tenant facility focused on development of biotechnology firms through the provision of laboratory and office space). The building is owned by Alberta Infrastructure and they have leased it to EEDC / ERP at a nominal rate. The Province of Alberta also provides funding support for research projects and company development resources that are utilized by ERP tenant and resident firms. This funding support is provided through departments and agencies including AB Advanced Education & Technology, AB Innovates-Technology Futures, AB Innovates-Health solutions and AVAC. Government of Canada provides support for research and development as well as market development that is utilized by ERP tenant and resident firms. This would include agencies and departments such as Western Diversification, National Research Council, and Agriculture Canada.

Program: *Economic Development Corporation*

Asked By: *Councillor Sohi*

Question #: 11-028

Budget Page #:

Does EEDC have any plans to raise enough revenue from leases and rents in order for the Edmonton Research Park to break even?

Question Answer:

Edmonton Economic Development Corporation (EEDC) does not foresee generating sufficient revenue to breakeven, and this is aligned with traditional research park models. It is EEDC's focus to provide an environment for technology commercialization to succeed and grow. Tax support is required in order to provide infrastructure and assist young and emerging companies in Edmonton that would not be able to meet the conditions, rent the minimum physical space, and submit to financial guarantees present in many typical commercial leases. As such EEDC is committed to maintaining a flexible and supportive lease framework required to assist early stage commercialization. It is not within our current mandate to substantially increase rents, however increases in occupancy will result in higher revenue. 2011 revenue performance will be stronger with the additional space now available for lease in the BBDC and higher overall occupancy. Budgeted revenue for 2011 will increase 6% over 2010 forecast and 13% increase over 2009 actuals, however the ERP is not a breakeven business. EEDC's operating model is common in research park operation. The study "Characteristics and Trends in North American Research

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Parks: 21st Century Directions” (Oct. 2007, Battelle Technology Partnership Practice) incorporated data from 134 Parks in North America (25 from Canada), and of those parks 75% had limited or no profitability (no retained earnings or retained earnings less than 10%).

Program: *Planning, Policy and
Community Standards*

Asked By: *Councillor Sohi*

Question #: *11-029*

Budget Page #: *535*

In the Community Standards proposed budget, the net tax levy is \$644K, less than what was required in 2010. Why can this area not become fully funded by licence and user fees?

Question Answer:

There are \$6.8 million in tag and fine revenues for 2011 which are included in corporate revenue program on page 295 of the budget book. These revenues are the result of enforcement activities undertaken by the Community Standards Branch. When you factor in the tag and fine revenues, the positive corporate contribution is over \$6 million.

Tag and fine revenues are included in corporate revenues instead of in the Community Standards Branch to ensure a neutral approach to budgeting for enforcement areas of the Branch. If decisions about operating expenditures are driven by potential revenue generated by enforcement activities (ie. tag and fine revenue), then the objectivity and impartiality of the motivation for those enforcement decisions could be questioned.

Program: *Planning, Policy and
Community Standards*

Asked By: *Councillor Sohi*

Question #: *11-030*

Budget Page #: *520*

Why does Planning and Policy propose no source of revenue other than transfer from reserve funds?

Question Answer:

The Planning and Policy Branch develops land use and land use related policies, guidelines, plans and programs on behalf of the Corporation and in support of Council’s vision as described in The Way Ahead. As such, the Branch delivers planning products and services to Council, Administration, communities, the public, and Business Revitalization Zones without fees.

The noted transfer from reserves represents the unspent funding from prior years earmarked for the Façade, Heritage and Development Fund programs.

Program: *Office of the Deputy City
Manager*

Asked By: *Councillor Sohi*

Question #: *11-031*

Budget Page #:

What steps has Corporate Communications taken to reach out to and communicate with Edmonton residents through ethnic media? What plans exist to enhance such efforts?

Question Answer:

Ethnic news media organizations are included in the City’s media relations outreach. City news releases and Public Service Announcements reach all major ethnic media outlets as well as mainstream media organizations with specialized multicultural programming including: World FM,

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an ethnic radio station; Omni Television, an ethnic TV station; Aboriginal newspapers and radio stations; and the Aboriginal Multi-Media Society Association (AMMSA) website.

Ethnic news media are included in advertising buys and other paid media. These efforts are targeted to address the audience we want to reach.

It has been our experience that radio, more specifically World FM, is the most successful way to deliver a particular message to ethnic communities as it covers most of the main ethnic groups, is inexpensive and allows for a quick turnaround as the station will translate material into the various languages that are required. In some cases, as with Edmontonstories.ca, information is provided in the language of the author (Edmontonstories now has information available in 16 different languages).

Corporate Communications increases outreach activities to ethnic media on specific, relevant topics such as events related to the Newcomers Centre, City Hall School or activities supporting immigrant communities. We consider and respond to opportunities allowing us to capitalize on the language skills of subject matter experts and partners in City programs, as we did with the Chinese-speaking participants in the solar panel program and the citizen panel process.

Corporate Communications uses the "lens" developed by Diversity and Inclusion to ensure all communications products respect the diversity of Edmontonians and reflect different linguistic abilities and cultural norms.

The City is developing a plain language guide to enhance our ability to ensure the widest possible access to all information products and continue to increase the number of languages in which we print the Newcomers Handbook.

Program: *Land Enterprise*

Asked By: *Councillor Sohi*

Question #: *11-032*

Budget Page #: *103*

Why does Land Development Policy limit the City's activity in residential land development to 10% of the total number of lots produced in the Edmonton area when this can be a source of income for the City?

Question Answer:

The 10% limit was established in the early 1990's in response to a concern raised by the local development community that the City should not be a major supplier of residential lots; as the City could influence the supply/demand aspect of the market by introducing a significant number of lots in a given year or years.

While the 10% limit to development of single family lots could conceivably constrain the City's ability to generate income in the future, the historical volume of City lot development is well within that limit. The 10% limit for the 2011 residential forecast reflects a City limit of up to 400 lots, which is significantly higher than the City's average lot production of 125 lots per year since 1995. For the past several years, due to the slump in the economy and associated increased risk, the City's lot production has been further reduced to less than 50 lots per year. For 2011, the City is proposing to replenish its residential lot supply with the development of 195 lots in Oxford. This amount of development can be carried out within the provisions of existing resources and capital budget allocations.

In the future, once development is underway in Goodridge Corner (2012 to 2013) and the City Centre Lands, if the 10% limit is considered to be a constraint on the City's ability to generate revenues, then the administration could consider bringing forward a potential amendment to the Policy if it was deemed appropriate.

2011 Budget Questions By Councillor

Program: *Current Planning*

Asked By: *Councillor Sohi*

Question #: 11-033

Budget Page #:

How many residential lots has the City developed in the past five years, and what is the corresponding number for the private sector?

Question Answer:

Below is a summary of the total yearly residential lots (single family and multi family) that were created through executed Servicing Agreements. The City's Corporate Properties Branch enters into Memorandums of Agreement with Planning and Development for City land development. The number of City lots is based on these agreements.

	Total Single Family Lots (SF)	Total Multi-Family Lots (MF)	Private Developers	City
2005	5,057	38	4,851 SF; 38 MF	206 SF; 0 MF
2006	5,503	110	5,326 SF; 110 MF	177 SF; 0 MF
2007	4,765	49	4,765 SF; 49 MF	0 SF; 0 MF
2008	1,357	20	1,325 SF; 15 MF	32 SF; 5 MF
2009	1,351	9	1,351 SF; 9 MF	0 SF; 0 MF
2010	4,776	126	4,776 SF; 126 MF	0 SF; 0 MF

Program: *Community Facility Services*

Asked By: *Councillor Sohi*

Question #: 11-034

Budget Page #: 213

Significant fee increases are proposed for access to recreation facilities - annual passes are set to increase about 10.5% from last year. Has analysis been done to determine how these increases will affect

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attendance? How much revenue does Community Services stand to lose from drops in annual membership?

Question Answer:

Based on optimal price point research, benchmarking, and analysis of feedback from users, the proposed fee increases are not expected to cause attendance losses. The proposed fee levels have been designed to maximize revenues from users, whether they choose admissions or passes to participate. Overall, Community Facility Services does not anticipate any revenue loss from this price increase.

Program: *Parks*

Asked By: *Councillor Sohi*

Question #: *11-035*

Budget Page #: *119*

What are the justifications for the reductions of the Parks Branch budget for two consecutive years resulting in cuts to sports field maintenance and mosquito control, which negatively impacts citizen satisfaction?

Question Answer:

The reductions to the Parks Branch budget for two consecutive years were driven by the need to meet the overall budget challenge of the Corporation.

When the 2010 budget was prepared and subsequently approved, it was felt that the budget challenge was temporary and as such, the reductions would also be temporary. From a corporate perspective, Administration considered reductions in areas that would not have immediate service impacts on citizens. A total of \$2.8 million was reduced from the Parks budget, which resulted in a reduction to the workplan for cycles of turf mowing and trimming between May to September, extension of time between tree pruning cycles, limiting the creation of mulched beds, and reduced frequency of maintenance to parks furniture, parking lots, walkways, etc. Administration believed that this approach would not have a long term impact to park's infrastructure, anticipating that the reduction would not extend beyond a 2 or 3 year period.

The budget challenge for 2011 remains, with the City having to achieve an overall budget reduction of \$50.6 million. While the proposed \$1.2 million reduction will have impacts to citizen's satisfaction of the overall parks program, it was required to meet the corporate objective. The proposed reductions were confined to those areas (line marking in sportsfields, jump pit maintenance, mosquito spraying, etc.) deemed to have the least amount of public impact.

Program: *Public Transit*

Asked By: *Councillor Sohi*

Question #: *11-036*

Budget Page #:

Within the past few years, my office has requested placement of bus benches in Ward 12. Administration advised us that there is no funding available for these benches. Can a portion of one-time funding available in this budget be allocated to provide this amenity?

Question Answer:

We have currently approximately 2,300 benches on the street with additional 100 benches per year. There is Pattison funding over the next four years for 400 additional benches, however there is lead time for production and some of the funding would need to be used for replacement benches due to damage and rundowns. One-time budget funding can provide for additional

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benches, however, there will be an impact to the operating budget to place and maintain the benches. A proposed alternative is using the advertising benches provided from Pattison Advertising contract. They are free and maintained by Pattison.

Program: *Public Transit*

Asked By: *Councillor Sohi*

Question #: *11-037*

Budget Page #:

Which communities currently lack mid-day weekday bus service where service is warranted based on minimum ridership guidelines developed by transit? What would be the cost of providing service to each of these areas?

Question Answer:

Communities where new weekday midday bus service is proposed for 2011 are Cameron Heights, parts of Hamptons and Charlesworth/Walker. In addition, new weekday midday service is proposed for the industrial area in northwest Edmonton, along 137 Avenue and 170 Street. If service is implemented in September 2011, the funding required in 2011 would be \$266,000, with a further \$439,000 required for annualization in the 2012 Operating Budget.

(Note – At this time, new service proposals are tentative, and will be further evaluated in early 2011 based on the Edmonton Transit System performance evaluation and observed growth/development throughout the City. Final decisions on service enhancements for September will be made in May 2011, subject to funding availability).

Program: *Public Transit*

Asked By: *Councillor Sohi*

Question #: *11-038*

Budget Page #:

Which communities with weekday mid-day bus service currently lack weekend mid-day service? What would be the cost of providing service to each of these areas?

Question Answer:

Communities presently with weekday midday bus service that currently lack Saturday and Sunday midday service include Silver Berry, Tamarack, Schonsee and Ellerslie Crossing (Sunday midday only). If service is implemented in September 2011, the funding required in 2011 would be \$107,000, with a further \$170,000 required for annualization in the 2012 Operating Budget.

(Note – At this time, new service proposals are tentative, and will be further evaluated in early 2011 based on the Edmonton Transit System performance evaluation and observed growth/development throughout the City. Final decisions on service enhancements for September will be made in May 2011, subject to funding availability).

Program: *Public Transit*

Asked By: *Councillor Sohi*

Question #: *11-039*

Budget Page #: *561*

A ten-cent increase to ETS cash fares is proposed. Was there consultation on this issue with the public and with the Edmonton Transit System Advisory Board and the DATS Advisory Group?

Question Answer:

There was no public consultation regarding the ten-cent fare increase. The Edmonton Transit System Advisory Board and DATS Advisory Group were advised of budget proposals after the

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printing of the Budget book and were advised by Transit staff at their meeting.

In discussions with the Public and Catholic School Board Administrations they expressed concern about the financial impact that the unplanned fare increases would have on their Districts and families.

Program: *Public Transit*

Asked By: *Councillor Sohi*

Question #: 11-040

Budget Page #: 561

Why does the proposed ten-cent increase to ETS cash fares not follow the multi-year fare strategy approved by Council, which directed that there would be no fare increase in 2011?

Question Answer:

The proposed ten-cent increase to ETS cash fares was developed as part of the Corporate "Service and Budget Review" staff committee. If City Council approves the proposed fare increase, City Council must also amend the ETS Fare Policy.

Program: *Public Transit*

Asked By: *Councillor Sohi*

Question #: 11-041

Budget Page #:

Of the proposed revenue from the ten-cent increase to ETS cash fares, how much is allocated to improve transit?

Question Answer:

The ten-cent increase is part of the "Service and Budget Review" line item in the transit budget and is for \$3.2M. Of that \$3.2M Transit has allocated \$2.3M to support Advancing the Ways – Transit Service Additions, the remaining .9M is being used to help contain the tax levy increase within the recommended 2%.

Program: *Public Transit*

Asked By: *Councillor Sohi*

Question #: 11-042

Budget Page #: 561

The Public Transit budget proposes a ridership loss of 622,652 as a result of the ten-cent increase to ETS cash fares. How was this estimate reached? How much revenue will be lost due to this decrease in ridership?

Question Answer:

The impact of fare increases is calculated using price fare elasticity. It is estimated that the ten-cent increase would generate \$4.3 million however \$1.1 million would not be realized due to a loss of approximately 622,652 existing rides as a result of the price increase. The result is a net revenue gain of \$3.2 million from existing riders.

Program: *Public Transit*

Asked By: *Councillor Sohi*

Question #: 11-043

Budget Page #:

Please provide a summary of transit ridership for the past five years and year to date.

Question Answer:

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	2005	2006	2007	2008	2009	2010 (Est.)
Ridership	54,413,072	57,451,499	61,904,455	66,092,168	68,493,582	71,230,756
% Increase		5.6%	7.8%	6.8%	3.6%	4.0%

Program: *Public Transit*

Asked By: *Councillor Sohi*

Question #: *11-044*

Budget Page #:

What is the operational cost (excluding fuel and maintenance costs) of DATS for the past two years?

Question Answer:

The direct operating costs to deliver DATS trips via City operators and contracted drivers excluding City vehicle fuel and maintenance costs were \$16.7M in 2008 and \$ 17.5M in 2009.

Program: *Public Transit*

Asked By: *Councillor Sohi*

Question #: *11-045*

Budget Page #: *556*

Fleet Services costs for DATS are proposed to increase \$769K. What specifically are the causes of this increase? How much of this increase is for fuel costs and how much is for maintenance?

Question Answer:

As the fleet has aged, the cost to maintain it has increased and Fleet Services have not recovered their costs in the past few years resulting in a \$644K increase required. The remaining \$125K relates to an increase in the cost of fuel.

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Program: *Public Transit*

Asked By: *Councillor Sohi*

Question #: 11-046

Budget Page #:

In 2010 four inspectors were deployed at transit terminals during peak hours. In discussions with transit employees, passengers, and the ATU, these resources have been identified as highly important. Are these positions contained in the 2011 budget? Are there any additional Protective Services Officers in this budget? What is the cost of adding a FTE for this service?

Question Answer:

The four Inspector positions are not in the 2011 Budget. There are no additional Protective Service Officers in the 2011 Budget.

Hiring eight (8) Protective Service Officer FTE's @ \$100K per Officer, and four (4) Inspector FTE's @ \$100K per Inspector.

2011 Budget Questions By Councillor

Program: *Planning, Policy and Community Standards*

Asked By: *Mayor Mandel*

Question #: 11-131

Budget Page #:

The City has developed a strategic plan called "The Way Forward" a part of this plan is "The Way We Prosper" can you outline what resources have been dedicated to this part of the plan?

Question Answer:

Planning and Development has dedicated for the initial phase of the Way We Prosper, two temporary positions to prepare a terms of reference and initiate the project. If the service package is approved, the project will proceed accordingly. It is anticipated that full project start up would be at the conclusion of the regional economic roadmap (April 2011).

Program: *Planning, Policy and Community Standards*

Asked By: *Mayor Mandel*

Question #: 11-132

Budget Page #:

Page E-7 the Sixth goal on the Way We Prosper is to diversify the City's economy, thus allocating money for doing that is in line with our strategic plan. We have recently looked at focusing on specific focus areas to boost our economic development efforts. Is this in line with the intent of your spending on the strategic plan implementation?

Question Answer:

Yes. The allocation of the monies is in line with the strategic plan implementation for "The Way We Prosper", and will include focus areas supported by Council.

Program: *Planning, Policy and Community Standards*

Asked By: *Mayor Mandel*

Question #: 11-133

Budget Page #:

How would you manage it if we allocated "The Way We Prosper" to our overall regional strategy?

Question Answer:

If Council maintains "The Way We Prosper" as the primary goal, the Planning and Development Department would reallocate resources from other currently proposed planning projects. If this reallocation occurs, other projects and initiatives would be impacted.

Program: *Office of the City Manager*

Asked By: *Mayor Mandel*

Question #: 11-134

Budget Page #:

In the first Quarter of 2011 I would like to see a reorganization of our City structure resulting in a leaner, more efficient organization. How many levels of management currently exists in the City of Edmonton and how many managers are there at each level? Please provide me with an organization chart.

Question Answer:

As we continue to look at the organization, we will be reviewing the structure to ensure we are delivering services in an efficient and effective manner. This work will occur during 2011 as Administration identifies ways to improve work processes, drive for service efficiencies and meet the needs of a growing city's citizens and visitors.

2011 Budget Questions By Councillor

The number of managers and supervisory levels vary in operating areas and is dependant on the scope and size of operation. Other factors that influence the number of levels of staff supervision and structure is the geographic nature of the work, complexity and diversity of skills sets of employees and seasonal peaks in temporary staffing.

It is important to note that many frontline employees who perform supervisory functions also are responsible for carrying out other technical task. A number of these staff positions may be found within the union and not the managerial/professional exempt employee group. An example would be the Senior Planner (Planning and Development).

The following summary shows a breakdown by level of supervision the number of employees.

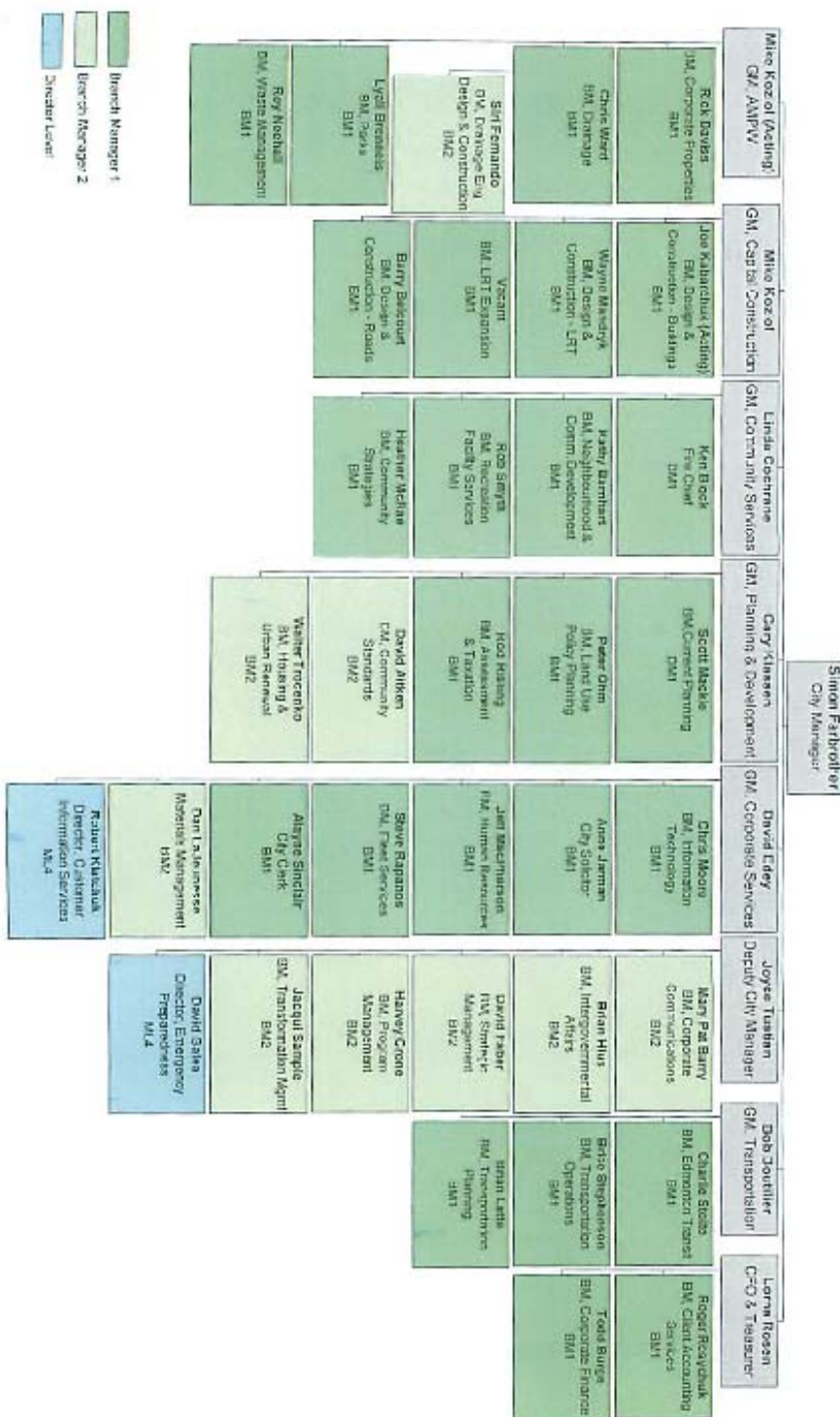
Summary Chart: Reporting Relationship and Numbers of Staff

Level	Number of Staff
City Manager	1
General Manager	8
Branch Manager	34
Director	145
Supervisory (Reporting to Director)	354

Also attached is an organization chart showing the details for Branch Manager and above.

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CITY of EDMONTON Current Reporting Structure to Department General Managers



Updated November 24, 2010



Program: Neighbourhood & Community Development

Asked By: Mayor Mandel

Question #: 11-135

2011 Budget Questions By Councillor

Budget Page #:

Great Neighbors resulted from Council deciding to borrow \$150M to fix up streetscape, etc. There seems to be budget items under multiple departments such as drainage, neighbourhood revitalization, etc. that appear to be targeted at creating great neighbourhoods. On Page 80 you are showing a 9,520 increase in program and financial support. Please outline, as I assume some of it is for neighbourhood rehab. If so, why is it not part of the 2%. Please also justify for me how a Council Initiative becomes a fully funded Program with a \$7.61M budget and what that budget includes. Can you please trace back the authorization route for the Great Neighbours Program?

Question Answer:

During the 2009 Budget deliberations, City Council approved New Tax Supported Borrowing for the Great Neighbourhoods Capital Program totaling \$150 million over a ten year period. As a requirement of the Borrowing Bylaw, the Great Neighbourhoods Initiative Borrowing Bylaw 15156 was passed on April 15, 2009, for \$45 million in the 2009 - 2011 Capital Budget. This Capital Budget provides \$15 million per year for three main purposes: Neighbourhood Revitalization Projects, Coordinated Neighbourhood Redevelopment and Neighbourhood Business Development. These Projects are planned with residents and coordinated across all Departments. The long term benefits of this Program are sustainability, civic pride and great neighbourhoods.

Yes there are budgets in multiple departments that are targeted at creating great neighbourhoods. Each department manages its own budget.

The reference to Page 80 - Drainage Services, is mainly financial costs (i.e. depreciation and interest) for the entire Land Drainage Utility, not just Neighbourhood Renewal. Please see response to questions 11-180 regarding the Neighbourhood Program for Drainage and 11-183 for further details on the financial costs.

The Great Neighbourhoods Initiative actually began in 2007, when SMT, at the time, made a commitment to deliver civic services in a more coordinated manner across all Departments. In 2009, there was an approved Framework for service delivery and a Corporate Steering Committee established. This Program is making a difference in the way the Corporation plans, invests, serves and builds neighbourhoods. Successes include: coordinated neighbourhood infrastructure renewal, improved web access to neighbourhood information for residents, updated neighbourhood indicators and 4 major neighbourhood revitalization projects in high needs neighbourhoods.

The 2010 Great Neighbourhoods Activity operating budget, \$7,619K is made up of the following:

- \$1,143K for Neighbourhood Revitalization - staff and expenses related to the coordination and implementation of 4 major Council-approved Projects. They are: Alberta Avenue, Jasper Place, McCauley and Central MacDougall/Queen Mary Park.
- \$1,890K for Capital City Clean Up Program - staff for litter and graffiti management and promotion expenses
- \$103,000 for Walkable Edmonton Strategy implementation
- \$4,484K for Neighbourhood Coordination - Office of Great Neighbourhoods, district coordination and performance improvement.

Program: Community Facility

Asked By: Mayor Mandel

Question #: 11-136

2011 Budget Questions By Councillor

Services

Budget Page #:

Is there a proposed City subsidy for the operations of the SW Recreation Centre. If so, how much?

Question Answer:

The proposed 2011 Operating Budget for Terwillegar Community Recreation Centre is \$5.399 million in revenues, \$5.729 million in direct facility operating expenditures, for a net tax support of \$0.33 million. The revenue budget incorporates the expectation that existing subsidy programs will be offered as at other facilities. The plan is to eliminate the tax support after its initial year of operation.

Building maintenance for 2011 is projected at \$3.582 million, which is in addition to the above.

Program: *Community Facility
Services*

Asked By: *Mayor Mandel*

Question #: *11-137*

Budget Page #:

What are the savings from the closure of Commonwealth Recreation Centre during construction and how has this impacted the budget?

Question Answer:

The specific areas closed were: fitness centre, weight room, multi-purpose studio, and gymnasium. The Stadium and Clarke Field remained in operation. The 2010 budgeted expenditures for the Fitness Centre are \$380K while budgeted revenues are \$572K. As a result of the closure, there are no expenditures for the fitness centre in 2010 and it is anticipated that only a portion of the revenue will be picked up at other City facilities. As a result, there are no anticipated savings or losses in 2010.

Program: *Office of the Deputy City
Manager*

Asked By: *Mayor Mandel*

Question #: *11-138*

Budget Page #:

Client Services in the Deputy City Manager's Office has a budget of \$3M. Please outline for me the organizational structure and what the functions are of this office.

Question Answer:

Client Services is the title for teams providing professional communications services. The structure includes Communications Business Partners and Public Information Officers (I, II and III). These people provide complete operational communications support to the departments of the City of Edmonton. They also provide a suite of services including client services at City Hall, greetings, briefings and management of protocol for Council. Services provided focus on communications planning and delivery including issues management, media relations, marketing, event coordination and management, and social media.

Program: *Budget Office*

Asked By: *Mayor Mandel*

Question #: *11-139*

Budget Page #:

In your budget presentation you outlined the efforts that Administration went through to adjust either

2011 Budget Questions By Councillor

revenue or costs to bring in the 2011 Budget at 3% (2% is for neighbourhoods). Can you list the changes?

Question Answer:

2011 Budget Questions By Councillor

The Service and Budget Review strategies included in the 2011 proposed budget result in a reduction in the Net Operating Requirement of \$50.6 million that allowed to bring in the 2011 Budget at 3% plus 2% for Neighbourhood Renewal.

Overall, the service and budget review resulted in \$27.1 million increase in revenue and \$23.5 million in expenditure reductions. The details for the corporate and department strategies are discussed below.

Corporate Strategies

- 2011 corporate strategies include a proposed increase in Gas and EPCOR Franchise Fees of \$10.0 million. This strategy is consistent with balancing the City's sources of revenue to reduce the pressure on tax levy increases. A report was approved by City Council on November 9, 2010 in order to meet the notification requirements of ATCO and EPCOR.
- The 2011 increase in photo enforcement revenue has been allocated to Edmonton Police Service to cover increased Traffic Safety costs.
- Current Planning is phasing-in a new business model with the goal of fully recovering costs from revenues. In 2011 the expenditures include \$1.5 million for additional current planning staff to meet workload demands and a \$1.5 million increase in shared service costs that reduces the support required from tax levy by \$1.5 million.
- Other corporate opportunities include corporate-wide reductions to reflect efficiencies from strategic sourcing and contract initiatives as well as rationalization of computer, telecommunication equipment, contracting, advertising and personnel discounts.

Department Strategies

2011 department strategies are classified into the following three categories:

- Service and revenue adjustments of \$14.8 million
 - Strategies in this category relate to changes in current revenue and service levels or standards, substitution or deferral of services. Revenue strategies in this category result in an increase of \$7.5 million in Transit fares and advertising revenue, parking meter revenue, Fire Inspection fees, Community Facility Service fees and Parks Planning Inspection fees.
 - Expenditure reduction strategies of \$7.3 million are mainly due to elimination of vacant positions, reduction in consultants and a reduction in the Transit fuel budget due to stabilized fuel prices.
- Operating/capital transfers of \$6.5 million
 - This category relates to realignment of funding and/or costs between the operating and capital programs. The total amount in this category represents the transfers that will occur in 2011 resulting from work done to identify operating costs that relate to capital projects or are eligible for grants.
- Organizational and operational changes of \$10.6 million
 - Strategies identified in this category are associated with changes to internal business conditions and internal operational efficiencies. Expenditure reduction strategies in this category cover a range of department specific adjustments that include elimination of vacant positions and rationalization of budgets by line item.

Edmonton Police Service also contributed a reduction to the Net Operating Requirement of \$2.3 million.

The revenue and expenditure changes related to the service and budget review are shown separately in the financial summaries in the program overviews.

Program: *Corporate Services*

Asked By: *Mayor Mandel*

Question #: *11-140*

Budget Page #:

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Can you list the number of Union and Non-union employees from 2004-2010 and their gross pay? I do not see step increases listed in the benefits on pages 237 through 239. Are these included when calculating wage costs? Please separate benefits from salary as separate categories if possible. Please include Fire and Police.

Question Answer:

Police								
Year	Union (EPA and SOA) (d)				Non Union (CEMA)			
	Staff		Salary	Benefit	Staff		Salary	Benefit
	Perm	Temp	Earnings (a) (b)	Cost (c) (h)	Perm	Temp	Earnings (a) (b)	Cost (c) (h)
2004	1,341	49	87.6	14.3	26	8	2.3	0.3
2005	1,443	45	121.8	19.4	24	8	3.9	0.4
2006	1,449	48	124.0	19.6	29	7	3.5	0.4
2007	1,462	53	128.9	20.5	34	6	4.4	0.5
2008	1,556	62	142.7	23.8	40	4	5.1	0.7
2009 (f)	1,691	61	146.1	24.8	51	4	5.9	0.9
2010 (e) (g)	1,659	66	157.1	26.1	53	3	6.0	0.9

(a) Earnings are reported in millions and include premium time, overtime and general allowances

(b) Earnings reflect the year payments were made (includes retro active settlement costs)

(c) Benefits are reported in millions

(d) Unable to isolate costs for other union Groups (including CSU52)

(e) Staff numbers and actual earnings as of November 6, 2010

(f) Includes class of recruits that commenced during December (55)

(g) Excludes a new class of recruits that started November 22, 2010 (22)

(h) Excludes payments to WCB as these are not based on individuals

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The information below includes all active civic staff including utilities*. The information reports actual earnings and expenses in the year they were paid out. Step increases, where applicable, are included when calculating the wage costs for the next budget cycle.

Non Union includes Management and non-union professionals. The Labour Relations Act allows certain occupations and positions based on their responsibilities and role to be exempt from joining a union. Examples are Engineers, lawyers, Human Resource staff and positions that are involved in corporate strategy. The answer to question 11-134 provides a clearer picture of 'true' managerial position numbers at the Director and above level.

Year	Union (All Groups except Police)				Non Union (Mgmt and Non Union Professional Staff) (e)			
	Staff Perm	Temp	Salary Earnings(a)	Benefit Cost (a)	Staff Perm	Temp	Salary Earnings(a)	Benefit Cost (a)
2004	5878	1489	\$377	\$63	633	15	\$52.7	\$7.3
2005	6077	1562	\$409.7	\$69	659	18	\$57.6	\$8.4
2006	6261	1650	\$436.6	\$75	716	26	\$65	\$10
2007	6821	1714	\$488.5	\$83	784	31	\$74.5	\$10.5
2008 (b)	7317	1574	\$568.2	\$107	867	23	\$90.2	\$13.8
2009 (c)	7044	1674	\$560.2	\$112	869	26	\$95	\$15.8
2010 (d)	7324	2023	\$535.7	\$102	924	24	\$90.5	\$14.5

(a) Earnings are reported in millions

(b) Earnings reflect the year payments were made (includes retro active settlement cost). Salary Earnings now include Premium Allowances, Overtime, Miscellaneous Earnings and Banked Time Payout. Benefit Costs only include Employer Paid Benefits Premium.

(c) Excludes Goldbar and Emergency Medical Services

(d) Staff numbers and Actual Earnings as of November 15, 2010

(e) Non Union staff includes both management and non union professional staff such as engineers who are non union due to legislation

*'All active civic staff' represents the number of staff employed as of November 15th, 2010 and December 31st for all prior years. This count does not include staff from boards, authorities, EPL (Library), and EPS (Police). Among civic staff, the selection excludes staff on Long-Term Disability, Maternity Leave, Self-Funded Leave and Leave without Pay. (Note: Active employee count for temporary staff will vary during the year depending on when count is taken).

Program: Office of the Deputy City Manager

Asked By: Mayor Mandel

Question #: 11-141

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Budget Page #:

It is my understanding that each Department has a committee that focuses on diversity and inclusion. If that is correct what is the role that the Diversity & Inclusion Office plays?

Question Answer:

The operating model for the corporate Diversity and Inclusion Framework and Implementation Plan, involves a committee of staff in each department task with establishing understanding, owning and implementing diversity and inclusion practices and actions, consistent with the goals of Policy C538 Diversity and Inclusion.

The Office of Diversity and Inclusion supports these committees' to determine department diversity and inclusion priorities and to assist departments as they carry out resulting action plans. The majority the Office's resources are assigned to support and/or deliver on corporate-wide policy, program development and training to support Council's and Administration's Aboriginal, Multi-cultural and Immigration and Settlement initiatives.

Program: *Community Facility Services*

Asked By: *Mayor Mandel*

Question #: *11-142*

Budget Page #:

Why the City is raising our fees beyond the rate of inflation (eg: Valley Zoo, ice time, Muttart)?

Question Answer:

As part of the 2011 Operating Budget Guidelines report, Community Facility Services forecast a revenue increase of 3.7% to cover increased expenditures and maintain services. This would have required fees to increase up to 6%. For example, applying the original forecast, the adult admission fee at Muttart Conservatory would increase fifty cents, or 4.8%. These proposed fee increases are estimated to generate \$1.169 million in revenue in 2011.

The service and budget review then set additional targets to limit the tax increase to 3%. The approach taken by Community Facility Services was a combination of expenditure reductions and revenue increases. Increases on individual fees were evaluated against market factors and price-sensitivity to avoid loss of attendance. To meet the revised targets, 2011 user fees are proposed to increase 0 to 12%. For example, the proposed fee schedule increases the adult admission fee at Muttart Conservatory by one dollar, or 9.5%. The proposed fees are still within the optimum price point research and mid range of benchmarked facilities. These additional proposed fee increases are estimated to generate \$.744 million in additional revenue in 2011.

Program: *Office of the Deputy City Manager*

Asked By: *Mayor Mandel*

Question #: *11-143*

Budget Page #:

The chart on Page E-9 - the typical monthly household costs and distribution need to be the focal point of the communication strategy.

Question Answer:

The Communications Strategy for the approved budget and tax rate is aligned with the assertion that a primary goal is to convey the affordability of Edmonton property taxes in the context of all other household costs, and in comparison to household taxes paid to other orders of government. Comparisons with taxes in other jurisdictions can be useful as well, however, residents generally

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understand each municipality is different. Each municipality has unique challenges (snow/size/etc.), levels of services (buses, subway, harbours) and revenue opportunities. Therefore, it is beneficial to convey how a typical household in this jurisdiction spends its dollars, and the portion that goes to pay for the wide range of civic services used every day. The communications activities focused on this strategy; proposed to be delivered within the proposed budget, include a video campaign and contest, a social media campaign, a print publication and print advertising.

Program: *Planning, Policy and
Community Standards*

Asked By: *Mayor Mandel*

Question #: *11-144*

Budget Page #:

City wide food and agricultural strategy needs to be looked at in conjunction with the producing community for them to develop a strategy, not the City driving it.

Question Answer:

The City role could be to enable and facilitate the involvement of stakeholders, including the community of producers, processors and marketers of local agricultural products, in developing the city wide food and agriculture strategy. If the City was not to champion the initiative, an alternative organization should be determined.

Program: *Community Facility
Services*

Asked By: *Mayor Mandel*

Question #: *11-145*

Budget Page #:

What is the purpose of the Community Facility Services Partnership Grant Program?

Question Answer:

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A. PROGRAM BACKGROUND

On November 10, 2009 the policy entitled Enhancing Community Facility Services through Partnerships Policy – C187A was approved by City Council. Administration was directed to establish a three year Partnership Capital Projects Funding Program for implementation in 2011. The report recommended that an annual capital fund of \$5 million per year be allocated for three years, beginning in 2011.

The Program:

- Beginning in 2011, the program will allocate a total of \$1M for the first year, \$2M in year two and \$3M in year three (subject to annual approval by Council) (See Funded Service Package on Page 206).
- Organizations with eligible partner projects may apply for up to 25% of total project costs to a maximum of \$1 million per year, for three years (or \$3 million of a \$12 million project). This total grant amount will increase annually if the program funding is increased. Due to limited funding, in year one, multiple year commitments will not be considered.
- In year one (2011) funding will primarily be directed to organizations that have projects that are “shovel ready” and are focused on facility preservation and capital maintenance rather than expansion and new construction
- Funding will be allocated across the city to organizations in the following five key sectors Recreation / Sport, Seniors, Social Services, Multicultural, Arts & Heritage.

B. PROGRAM OBJECTIVES

The Partner Capital Grant program will:

- Address an identified gap in providing support to those partner groups in scope for facility development/conservation capital partnership proposals.
- Enhance partner support for public recreation and leisure opportunities through new construction, expansions, redevelopment and rehabilitation of existing facilities.
- Provide City Council with an objective, transparent and consistent method to fund a portion of an infrastructure based partnerships for community facility projects.
- Reduce the number of partner projects that go directly to Council requesting capital support.

See also Unfunded Service Package on Page 44

Program: *Transportation Systems*

Asked By: *Mayor Mandel*

Question #: *11-146*

Budget Page #:

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What does the \$595k for The Way We Move include?

Question Answer:

The Way We Move Public Education program adds necessary resources and funding to develop education programs that will encourage more Edmontonians to make more sustainable travel decisions, including cycling, taking transit, and/or ridesharing. This includes \$595K to for two new positions and funding support to develop, implement, and sustain initiatives that will support broader behaviour change over the long-term. \$118K of the \$595K is in start-up costs that will not be required beyond 2011.

The two new positions will be responsible for support for the development and implementation of a school program and other educational tools, enhancements to support use of social media and more interactive communication about transportation choices, and ongoing funding for advertising and promotional activities to support broader awareness of the City's progress and the travel choices available for a more sustainable lifestyle. Funding is also identified to support ongoing research to measure program effectiveness including awareness levels and travel mode choices.

Further details regarding this service package is provided on Page 576.

Program: *Budget Office*

Asked By: *Mayor Mandel*

Question #: *11-147*

Budget Page #:

Please explain the cost increase in building Great Neighbourhoods from \$32,166M to \$50,176M.

Question Answer:

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During December 2008 budget deliberations, City Council approved tax increases of 2% per year for three consecutive years (2009-11) for the Neighbourhood Renewal Program. The purpose of the tax increases is to build an on-going funding source for renewal of neighbourhoods.

The table below shows how the funding of the Neighbourhood Renewal Program works. In 2009, the first 2% tax rate increase provided \$16.5 million for the Neighbourhood Renewal. Once the 2009 increase was approved it became part of the base budget in 2010 and 2011 to provide funding for the Neighbourhood Renewal Program.

The second 2% tax increase in 2010 provided an additional \$15.6 million in funding for the Neighbourhood Renewal Program for a total of \$32.2 million. In 2011 the \$32.2 million is built into the base budget.

The 2% increase in 2011 equates to \$18.01 million resulting in total on-going funding for the Neighbourhood of \$50.2 million.

	2009	2010	2011
2% tax increase - 2009	\$ 16,527	\$ 16,527	\$ 16,527
2% tax increase - 2010		15,639	15,639
2% tax increase - 2011			18,010
Total Neighbourhood Renewal Budget	\$ 16,527	\$ 32,166	\$ 50,176

Program: *Current Planning*

Asked By: *Mayor Mandel*

Question #: *11-148*

Budget Page #:

If Planning and Development is going to fully recover costs, which I thought they did, what kind of service delivery model will be installed to deliver the approvals? Will this lead to better service and how will that come about?

Question Answer:

City Council approved a new business model for the Current Planning Branch on June 23, 2010. The key elements of the new business model are increased accountability and long-term financial sustainability.

Accountability includes formal performance reporting and cost recovery for planning and building applications. The Branch implemented its first formal performance reporting to stakeholders through quarterly performance reports on activity volumes and service timelines at the beginning of 2010. These reports early in the creation of the business model provide a benchmark against which future performance can be measured.

Financial sustainability includes establishing a reserve to ensure ongoing service level stability

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and a source for investment in service improvements. The creation of the reserve will ensure that staffing and service levels can be maintained during periods of lower revenue. The financial model only includes cost recovery for revenue supported services and is not intended to cover services or functions in the Planning and Development Department for which fees are not paid.

The Branch has a number of business improvement initiatives underway to improve service and will continue to pursue service improvement opportunities. For example, work with homebuilders on the quality and completeness of their applications during 2009 and early 2010 helped to reduce both the length and variability of application timelines in spite of very high application volumes. In another initiative, Branch staff have been working with industry and community stakeholders to develop new residential zones to meet current consumer and business needs. The Branch will continue working with stakeholders to identify business process efficiencies, regulatory enhancements, and other ways to reinvest in services.

Program: *Current Planning*

Asked By: *Mayor Mandel*

Question #: 11-149

Budget Page #:

Why is there a dramatic increase in cell towers and additions to homes?

Question Answer:

Current Planning is reviewing fees and the cost of delivering services as part of implementation of the new business model. The changes to the cell tower applications and home additions were a result of the review.

- Cell tower applications have been generating increasing public input thus increasing workloads for Branch staff.
- The increase in the Development Permit Fee for additions to single family dwellings is a reflection of the complexity associated with reviewing these applications including the neighbourhood consultation process. Fees associated with other permits for home additions are proposed to increase by 4%.

Program: *Current Planning*

Asked By: *Mayor Mandel*

Question #: 11-150

Budget Page #:

You state that the Planning Department is self supporting. In the past the City has received revenue from their Department. Now, being self supporting, what are the performance metrics?

Question Answer:

Year-end operating surpluses generated from fees in the Current Planning Branch have historically gone into general revenues. In years when revenues have not met operating costs the service levels were reduced to balance the budget.

The new business model includes financial and service performance measures. Financially, the goal is to ensure long-term financial sustainability. From a service perspective, the plan includes goals to reduce both the length and variability of service delivery.

The Branch will be using actual 2009/10 measured service levels as a benchmark for future service targets. The publication of quarterly performance reports commenced in 2010 and these will be enhanced and expanded in 2011. These service targets are determined in direct

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consultation with the development industry.

Program: *Budget Office*

Asked By: *Mayor Mandel*

Question #: 11-151

Budget Page #:

You talk about reductions in costs. However, you did not reduce costs, instead you did not account for vacant positions, charged capital for operating positions and took steps to accurately reflect the reality of utility costs and fuel costs. Show me one area where you were able to directly reduce the cost of City operations?

Question Answer:

The service and budget review included a reduction of 45.7 budgeted fte's. This decrease directly reduced the cost of City operations by approximately \$5.4 million. Details of the budget reductions related to positions are shown separately in the financial summaries in the program overviews.

Program: *Drainage Design & Construction*

Asked By: *Mayor Mandel*

Question #: 11-152

Budget Page #:

The Drainage budget is composed of sanitary and land drainage, but is separated from Design and Construction. Their work is 80% directed to Drainage, what is the bidding process for them to get the drainage work?

Question Answer:

There is no bidding process for the 2011 Drainage work. The Drainage projects are from the capital budget approvals from 2009 - 2011 that Design & Construction has already started.

Program: *Office of the Deputy City Manager*

Asked By: *Mayor Mandel*

Question #: 11-153

Budget Page #: 11

On Page 11 you mention "work will begin shortly to establish targets for each of the performance measures", what have we been doing for the past several years?

Question Answer:

Over the past two years Council, working with administration has:

- Developed and approved the Corporate Outcomes which identify how the organization supports the Way Ahead
- Developed and approved the performance measures for the corporate measures with the exception of the Diversify Edmonton's Economy Goal.

To support this activity administration undertook a project to create strategic roadmaps for each department. These roadmaps, as presented in the budget documents, identify the corporate outcome and measures in support of each strategic goal and also the departmental outcomes and measures that support the corporate outcomes.

Target setting for each corporate measure is the next step to identify the pace and priority in which to move forward. For example Corporate Outcome 1.2 (The impact of City operations on air, land, and water systems in minimized) has as one of the corresponding measures Tonnes of

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Greenhouse gas emissions from City operations. Based on the target set, amount of reduced GHG emissions and the timeframe in which to achieve it, administration would take different actions.

Target setting of the corporate measures will commence in Q1 2011 with Council and is being scheduled to start in February. In preparation of these sessions administration is gathering current data for each measure and is evaluating comparative benchmarks from other cities and or benchmarking organizations.

Discussion on the Corporate Outcomes supporting Diversify Edmonton's Economy will also be incorporated.

Program: *Budget Office*

Asked By: *Mayor Mandel*

Question #: *11-154*

Budget Page #: *13*

On Page 12 you refer to the multidisciplinary teams, have reviewed and recommended corporate wide strategies and changes - what strategies and changes have they implemented to reduce cost of operations? The chart on Page 13 only shifts revenues or increases costs, where are the direct reductions?

Question Answer:

The service and budget review team identified a number of corporate opportunities that include corporate-wide reductions to reflect efficiencies, from strategic sourcing and contract initiatives, as well as rationalization of computer, telecommunication equipment, contracting, advertising and personnel discounts. These reductions resulted in a \$3.8 million reduction in expenditures.

Details of the revenue and expenditure changes related to the service and budget review are shown separately in the financial summaries in the program overviews.

Program: *Budget Office*

Asked By: *Mayor Mandel*

Question #: *11-155*

Budget Page #:

Why is the transit ridership increase not reflected in the revenue? Please provide a report on Revenue shifts.

Question Answer:

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The proposed program revenue changes (volume and rate) are explained in the Tables section, page 35-37.

The table below provides revenue explanations for Public Transit and Transportation Systems.

(\$000)	2010 Budget	Rate Change	Volume Change	2010 Budget
Public Transit and Transportation Systems	\$121,490	\$4,682	\$2,336	\$128,508
<u>Rate</u> Transit fare increases will produce a \$3.2 million revenue increase. Transit advertising revenue plus regional and contracted service renewals will increase revenue by \$0.6 million. An increase to parking meter rates will increase revenue by \$0.5 million. Paid Park & Ride will increase revenue by \$0.3 million. There are various other minor changes that will result in an additional \$0.1 million.		3.9%	1.9%	
<u>Volume</u> Growth in Transit ridership, including annualization of 2010 service and new 2011 service, will contribute \$1.0 million. There is an expected increase to advertising revenue of \$1.3 million.				

Program: *Economic Development Corporation*

Asked By: *Mayor Mandel*

Question #: *11-156*

Budget Page #:

What are the corresponding reduction in costs by the EEDC as a result of the reduced revenue at the Shaw Conference Centre?

Question Answer:

Edmonton Economic Development Corporation (EEDC) continually strives to find new efficient ways to deliver programs and services to our customers in a cost effective manner. In this case the impact of the revenue reduction in the 2011 budget at the Shaw Conference Centre (SCC) is fully absorbed by a corresponding decrease in expenses at the Centre. When the 2011 revenue and expense budget for the SCC is compared to the 2010 forecast; both revenue and expenses decline by approximately \$0.8 million. Variable expenses directly relating to food and beverage revenues, such as cost of sales, will decline in step with revenues. This reduction, in combination with efficiency programs aimed at fixed costs and continued improvement in purchasing and inventory control systems, will see total Operating and Program costs at the SCC decline 7%, in alignment with revenue declines. Variable portions of the Salaries expenses will also decline for food and beverage; however client servicing needs outside of food and beverage activities and

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unionized wage increases restrict the Salary cost reductions to 3%.

However, included in the 2011 SCC expense budget is additional costs of \$0.180 million, an internal transfer from Tourism to the SCC. This transfer is a realignment in the accounting treatment for some direct variable costs for Hall D which were previously included in the Tourism budget in prior years. The Tourism budget has a corresponding decrease in expenses in 2011 of \$0.180 million.

Once the impact on the tax levy funding for this inter-departmental transfer of \$0.180 million and after the impact of the revenue and expense declines from the 2010 forecast are accounted for, the actual increase in tax levy funding being requested by the SCC is \$0.080 million.

Program: *Corporate Properties* **Asked By:** *Mayor Mandel* **Question #:** *11-157*
Budget Page #:

Are you saying a 2% increase in leasing and property is to all users so it is an increase in revenue to the Department, but an expense everywhere else. So what is the logic? Same applies to parking rates.

Question Answer:

The 2% rate increase in Leasing and Property Management only is for rents that are charged to external tenants/agencies and parkers.
It is assumed the reference to 2% is from page 37. This table details rate and revenue changes to parties external to the City.

Program: *Office of the Deputy City Manager* **Asked By:** *Mayor Mandel* **Question #:** *11-158*
Budget Page #: *37*

Why would the Deputy City Manager's budget be increased by \$.3M for new revenue? Same applies to Parks Inspections. We show a revenue but what is our corresponding cost?

Question Answer:

Deputy City Manager's Office response -
This represents net new revenue. Historically the revenue and corresponding cost for Billable Civic Events were not budgeted. The revenues are collected from the event promoters, i.e. the Works; Taste of Edmonton; Heritage Festival; Fringe Festival; Cariwest Festival. The corresponding costs are from inter-departmental charges as follows: these are estimated amounts based on previous year's actuals.
- \$ 87K- Transportation department Traffic section - for parking meters/sign detours and traffic control
- \$14K - Transportation department - Transit section - for charter bus services
- \$180K - Police department - for Special Event Policing

2011 Budget Questions By Councillor

Parks Inspection response - As part of the Service and Budget Review process, recovery of costs through increased planning inspection fees \$175.

Program: *Budget Office*

Asked By: *Mayor Mandel*

Question #: *11-159*

Budget Page #:

What is the travel budget for the whole City of Edmonton Corporation? Can you also please break this down by Department.

Question Answer:

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2011 Travel Budget (\$000)			
	Business Travel	Training Requiring Travel	Total Travel Budget
Boards & Commissions			
Economic Development Corporation	559	-	559
Police Service	161	1,312	1,473
Public Library	110	-	110
Combative Sport Commission	4	7	11
Space & Science Foundation	30	-	30
Taxi Cab Commission	6	-	6
Total Boards & Commissions	870	1,319	2,189
Civic Programs			
Asset Management & Public Works			
Corporate Properties	16	87	103
Parks	15	16	31
Capital Construction	102	49	151
Community Services			
Community Facility Services	42	10	52
Fire Rescue Services	41	36	77
Neighbourhood & Community Development	47	38	85
Corporate Services	139	106	245
Finance & Treasury	27	50	77
Mayor and Councillor Offices	168	-	168
Office of the City Auditor	3	-	3
Office of the City Manager	29	-	29
Office of the Deputy City Manager	100	26	126
Planning & Development			
Assessment & Taxation	59	-	59
Current Planning	20	-	20
Housing	48	-	48
Planning, Policy & Community Standards	63	-	63
Transportation			
Public Transit	36	36	72
Transportation Systems	129	23	152
Total Civic Programs	1,084	477	1,561
Total Tax-supported Operations	1,954	1,796	3,750
Municipal Enterprises			
Land Enterprise	1	3	4
Fleet Services	-	91	91
Total Municipal Enterprises	1	94	95
Utility Operations			
Sanitary Drainage	13	59	72
Land Drainage	6	39	45
Drainage Design and Construction	15	66	81
Waste Management	28	68	96
Total Utility Operations	62	232	294
Total Travel	2,017	2,122	4,139

Program: Drainage Services

Asked By: Mayor Mandel

Question #: 11-160

Budget Page #:

2011 Budget Questions By Councillor

Why would the drainage costs for neighbourhood renewal not be in the costs of the program? To me this is double dipping.

Question Answer:

The drainage costs for neighbourhood renewal is included in the Drainage Capital programs as the sewage pipes in the neighbourhoods are part of the Drainage assets. These capital costs are funded through retained earnings. When they are put into service, depreciation expense (representing the portion of the asset life that is being used up) is included as part of the annual expense, which flows into the calculation of rate requirement. There is no double dipping as the costs for renewal of the drainage infrastructure are not included in the 2% tax levy.

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: *11-161*

Budget Page #:

Flood prevention is a capital plan that was implemented to a great extent as a result of the flood in 2005. Why is it a utility charge when it should be a capital allocation to City Capital Budget?

Question Answer:

Funding of the Flood Prevention Program through increasing utility rates for the Land Drainage and Sanitary Utilities, as detailed in Report 2006PWD074, was approved by City Council on July 5, 2006.

The recommendation to fund the Flood Prevention Program through increase to both Land Drainage and Sanitary Utility Rates was based on the principle to fund utility projects with utility rates. This was considered the most equitable approach with the lowest overall impact to the customers.

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: *11-162*

Budget Page #:

I could not find the charges for shared services. The amount of increase is .05% but what is the amount? You say 9% how is that justified?

Question Answer:

The cost of Shared Services for the Land Drainage Utility in 2011 is \$1,828K. The amount for the Sanitary Utility in 2011 is \$6,049K and Design and Construction is \$3,430K for a total of \$11,307K.

The overall percentage of shared services to the total expenditures is 9%. For justification, please refer to question 11-163, and for further breakdown to question 11-164.

Program: *Corporate Services*

Asked By: *Mayor Mandel*

Question #: *11-163*

Budget Page #: *119*

My estimate of all shared services for Drainage and Waste is \$16.8M. Is this correct? I find it interesting that this is about 16.1% of the shared services costs which includes all of the Corporate Services budget plus the entire Finance and Treasury budget (\$103M) but these Departments labor staff (424) make up only about 5% of all City staff. This does not seem very balanced.

Question Answer:

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The total Shared Services recovery from the Utilities is budgeted for \$16.86 million. However, Shared Services goes beyond Corporate Services and Finance & Treasury. It also includes Corporate Properties, Communications and Transformation Management. Central Management charges are also recovered through IDBs and reported as part of the Shared Services' cost. Central Management recoveries include cost related to the City Manager's Office, the Deputy City Manger's Office, the Office of the City Auditor and the offices of the Mayor and Councillors.

The following chart provides a breakdown of the various charges that are allocated to the Utilities and a comparison of the % of allocation from both an expense and a FTE perspective

	Shared Services & Corporate Allocation in Utilities			Tax Levy Budgets		Shared Services Cost & Corporate Allocation as a % of Total
	Waste Management	Drainage Services	Total Charged to Utilities	Expenditures Before Recoveries	Budget Page #	
Corporate Services						
Customer Information Services	485	402	887			
Human Resources	463	1,117	1,580			
Information Technology	488	2,472	2,959			
Law	137	441	578			
Materials Management	187	1,182	1,368			
	1,759	5,613	7,373	116,131	308	6.3%
Finance and Treasury Department	1,027	1,957	2,984	23,538	391	12.7%
Office of the Deputy City Manager						
Communication	199	274	473			
Transformation Services	2	52	54			
	201	326	527	10,712	424, 463	4.9%
Corporate Properties	887	1,831	2,718	91,289	84,92	3.0%
Central Management Fees	1,675	1,579	3,255	18,752	397,403, 410,416	17.4%
Total	5,550	11,307	16,857	260,422		6.5%
# of FTE / # of FTE for Tax-Supported Operations	424.5	663.4	1,087.9	8,914.8	34.0	12.2%

As the chart demonstrates, the total amount being recovered from the Drainage and Waste utilities represents 6.5% of the gross expenditure of all Shared Service and Central Management costs. The staff component of the two utilities makes up 12.2% of the City's total staff.

Costs related to Shared Services vary based on the requirements of the client area. An example of this for the Utilities is a requirement for an enhanced level of financial services due to requirements such as additional financial reporting for legislative requirements, complex revenue analysis, and a greater emphasis on utility rate setting and accounting. Drainage Services receives a higher level of service from Materials Management based on their volume of purchasing and tendering requirements, while a large proportion of 311 calls are related Waste Management. Each of these unique client needs factor into the allocation of Shared Service costs to the client areas.

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: *11-164*

Budget Page #: *80*

On Page 80 you outline the operating budget for land drainage but do not outline the cost of shared service - what are they?

Question Answer:

The cost of Shared Services and Corporate Allocation for the Land Drainage Utility in 2011 is

2011 Budget Questions By Councillor

\$1,828K, (page 154) and Sanitary Utility is \$6,049K (page 119). The detailed breakdown is as follows:

	Sanitary	Land	Subtotal	D & C	Total
Corporate Allocation (Central Management)	1,119	407	1,526	-	1,526
Communications	241	33	274	-	274
Transformation Services	46	6	52	-	52
Finance & Treasury	832	238	1,070	887	1,957
Corporate Information System	166	49	215	187	402
Human Resources	475	136	611	506	1,117
Legal Services	97	54	151	290	441
Materials Management	346	144	490	692	1,182
Information Technology	1,303	301	1,604	868	2,472
Corporate Properties	1,424	460	1,884	-	1,884
	<u>6,049</u>	<u>1,828</u>	<u>7,877</u>	<u>3,430</u>	<u>11,307</u>

Page 119 Page 154

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: 11-165

Budget Page #: 75

Are you using utility rates to help fund the Downtown Revitalization issues? If you are, to what extent (NB. you show final project on Page 75)?

Question Answer:

No. Funding and staging of any necessary sewer improvement works in revitalized areas are driven by developers. There is currently no funding in the Drainage Capital Budget, and hence utility rates are not used, for the Downtown Revitalization Projects.

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: 11-166

Budget Page #:

To the extent that Design and Construction does work for your department, how much is tendered and to

2011 Budget Questions By Councillor

what market?

Question Answer:

Drainage Design & Construction's expertise is in tunnelling work. As a result, work that does not require this expertise is typically tendered out. This amounts to 35% on average, primarily for supply of concrete liners, cast-in-place relining work and open cut construction work.

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: *11-167*

Budget Page #:

What would be the customer impact if we reduced the net income by \$1M from \$7,143 to \$6,143?

Question Answer:

If the 2011 net income is reduced by \$1M, the rate requirement would be reduced from 6.1% to 4.6%. The impact to a typical residential household would go from a monthly increase of \$0.69 to \$0.47 per month.

Reducing the utility rate and net income would reduce the local access fee paid to the city by approximately \$80K and the dividend by \$300K, which would have a 0.04% impact on the tax levy.

Reducing the net income of the utility has longer term implications than 2011. The future ability of the utility to meet the utility fiscal policy targets will be compromised.

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: *11-168*

Budget Page #:

What is the projected net income for the department for 2010?

Question Answer:

The projected net income based on October's financial results is as follows:

Sanitary Drainage - \$6,892K

Land Drainage - \$8,233K

Design & Construction - \$3,361K

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: *11-169*

Budget Page #:

Under planning for drainage services you show various consulting services; \$1,726 for development is due to Neighbourhood rehab. I do not understand how this is related.

Question Answer:

The amount \$1,726K shown under Planning on Page 86 covers the total amount projected to be spent under the Operating Budget in 2010 for infrastructure planning. A large portion of this amount covers the salary & benefits for 10 FTEs. In addition to the development of the Drainage Neighbourhood Renewal Program in coordination with other departments and franchised utilities, the infrastructure planning activity also includes the development of business strategies, analysis of utility rate structure, cost of service study, preparation of budgets and monitoring/reporting of

2011 Budget Questions By Councillor

performance measures.

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: 11-170

Budget Page #: 87

Please explain a bit clearer what you do for the \$7M under biosolids management and support services and why would you include \$1M for disposal volume for this as a planning function?

Question Answer:

\$7,204K was spent on the biosolids management and support services activity in 2010. The majority of the expenditure was incurred on the biosolids disposal programs which includes NutriGold (or Sludge to Farmland) Program and Co-Composting Program. Drainage Services manages the biosolids disposal through the Drainage Planning program.

The increase of \$1,000K in the Drainage biosolids disposal budget will achieve disposal of 87% of the expected biosolids production in 2011. The goal is to maximize existing biosolids processing capacity to gradually match the annual average production rate over the next few years.

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: 11-171

Budget Page #: 91

Public Services – I have trouble with this being a utility charge as it is not a utility function but a public function directed to support specific applicants, not all users, so why is it not a fee for service?

Question Answer:

Public Services include services such as water and sewer service connections and lot grading approvals, which are funded through user fees paid by specific applicants. Public Services also includes the Flood Proofing Program, which is a service to all, and therefore, is recovered through the Sanitary Utility rate.

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: 11-172

Budget Page #: 92

I assume that you receive a fee for service, even though there is none shown, as it is a service to developers not the public, so please justify if this is part of the utility cost to citizens.

Question Answer:

The service to review and inspect developer-built drainage infrastructure is recovered as a 50/50 share with developers. The reasoning behind the 50/50 share is that the asset becomes a City owned asset upon completion. The 50/50 share is recovered through the capital budget.

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: 11-173

Budget Page #: 95

Pumpwell operations - I appreciate the need for the two technicians, but what did the SAP cost? It seems that we had the SAP system in place prior to the hiring of the two technicians. What did we do with the data before when we needed to do work planning and scheduling?

Question Answer:

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The Pumpwell Operations section currently operates in a reactive maintenance mode. SAP Plant Maintenance is being deployed to implement a proactive preventative maintenance management system. The two technicians are needed to develop automated preventative maintenance work plans, and improve the overall management of the City's pump assets. As the SAP Plant Maintenance system has not yet been implemented, the final cost of implementation is not yet known.

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: 11-174

Budget Page #: 96

Can you give me the number of calls that you receive between Midnight and 8:00 am or more aptly from 10:00 pm to 8:00 am? Why are we not using 311 to do this? I assume the callers send info to a repair crew which is available? You talk about the number of challenges in the 7000 customer service complaints all needing service calls and what percentage of the 6300 customer calls for trouble complaints end up in a service person going out to the site? If you do the math, that is less than one service call per person per day. It seems to me you have a lot of people. $7000 + 6300/365 = 36.4/40$ people = .91 Please justify your need to hire more staff

Question Answer:

The number of customer calls received between 10 p.m. and 7 a.m. are as follows:

2008 602

2009 829

2010 YTD 579

In 2009, a total of 14,310 calls were received via 311 Call Centre. The busiest month was March when a total of 3,176 calls were received.

Currently, when 311 Call Centre agents answer inquiries related to drainage operations, they collect basic information from callers and notify Drainage Operations about the calls via tickets. Drainage staff then return the calls to determine the nature of the inquiries and organize required actions by the service crews. The reason for this arrangement is due to the technical nature of the drainage inquiries which usually requires in-depth discussions between the Drainage staff and the customers.

At the present time, there are two 2-person shifts to answer customer calls from 7 a.m. to 5 p.m. and from 2 p.m. to midnight, seven days per week. The extra positions will add a shift from midnight to 8 a.m. to extend to 24/7 coverage. This will improve the service to the public as calls received by the 311 Call Centre between midnight and 7 a.m. are now held until the morning unless there is a health or safety concern. The duties of the Drainage staff include taking calls from customers directly as well as contacting customers who called the 311 Call Centre, dispatch service crews to investigate customers' problems, record all discussions and actions taken and prepare reports for trend analysis.

The cost of the three Technicians will partly be off-set by the amount currently paid for standby after working hours, on weekends and holidays.

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: 11-175

Budget Page #: 97

2011 Budget Questions By Councillor

Are the financial operations for both Operations and Program Support/Financial Costs. From the two together, operations makes \$21,392M while Support & Financial costs are \$44,879M. I do not follow as it would show a loss. What am I missing, as both pro forma income statements show a net income? (page 97 & 98)

Question Answer:

No. The Operations and Program Support/Financial costs are two separate tables that include expenses only from both Sanitary and Land Drainage.

Please refer to pages 78 and 80 for the net income of the Sanitary and Land Drainage Utilities respectively.

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: 11-176

Budget Page #: 113

You talk about The Way Ahead and how drainage will be part of the discussion. I can appreciate that role, but a Utility is supposed to be an independent body and its rates are derived from the operations not necessarily a Council Policy which might or might not drive up costs – why would it be part of this broader City initiative?

Question Answer:

As one of the City of Edmonton branches and with a mission to protect the environment and public health, Drainage Services provides sanitary and stormwater drainage services to Edmontonians in alignment with the City of Edmonton's Strategic Goal, 'The Way Ahead'.

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: 11-177

Budget Page #: 117

The identification of consulting potential challenges is appreciated. Please outline how much you spend on consultants that is related to operations.

Question Answer:

Consulting services are used only when external expertise is required. They are used primarily on engineering studies and investigations on specific projects and not used for day-to-day routine operations. Therefore, \$0 are spent on consulting services related to operations.

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: 11-178

Budget Page #: 117

You talk on one hand about greater volume in line 7, but on page 113 you talk about a steady reduction in consumption. Please explain the difference and why with less usage you seem to always need more?

Question Answer:

Line 7 of page 117 refers to the increase in biosolids generation as a result of population growth and improved wastewater treatment. Page 113 refers to the reduction in per household water consumption.

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: 11-179

Budget Page #: 123

2011 Budget Questions By Councillor

What is the schedule on page 123-126 there for besides to help us with debt total? Same question for Pages 132-138.

Question Answer:

The schedule on debt was provided in response to a request by the Utility Advisor.

Program: Drainage Services

Asked By: Mayor Mandel

Question #: 11-180

Budget Page #:

You are raising your rates to deal with the needs of the Neighbourhood Program. I find this interesting because:

- a. It is your department responsibility to maintain the system and as you spend capital you get a rate of return on your investment. Is this not double dipping?
- b. Why would the current plan, as it is a tax, pay for the utility share, or more accurately, can we not plan the repair in an orderly cost effective way?

Question Answer:

a. No, this is not double dipping. It is the Branch's responsibility to maintain the system. Drainage Services has a neighbourhood renewal program since 2006 to renew 1 to 2 neighbourhoods per year. Due to the City's desire to increase the number of reconstructed neighbourhoods to 5 per year, utility rate increases are required so that Drainage can continue to maintain the system at the pace the City requires.

Capital investments are funded initially by either cash or debt. As the asset is put into service, depreciation expense is charged annually to account for the amount of asset life that has been used up during the year. The Utility earns a return on the amount of depreciation as it forms part of the rate requirement calculation. It is at this point that there is a return on the investment. The return on investment is used to continue to maintain the system for future rate payers.

b. The Drainage Neighbourhood Renewal program is not funded by the 2% tax levy. The sewer repair work is planned in coordination with the City in an orderly way to avoid digging up newly constructed pavement for sewer renewal works.

Program: Drainage Services

Asked By: Mayor Mandel

Question #: 11-181

Budget Page #: 75

What program are you funding in the Quarters from stimulus money?

Question Answer:

Drainage Services is undertaking the design and construction of sewers on behalf of the Planning and Development Department to provide drainage servicing to approximately 2 hectares of land for The Quarters near 96 Street & 101 Avenue. This project is funded by the Planning & Development Department through general financing and the Government of Canada Infrastructure Stimulus Fund grant under Capital Project 10-17-0406.

Program: Drainage Services

Asked By: Mayor Mandel

Question #: 11-182

Budget Page #: 78

You show a net income of \$7,134M. Is any of this to go as a dividend? What would be the rate reduction if

2011 Budget Questions By Councillor

we reduced it to \$6.134 (\$1M).

Question Answer:

As per the current Utility Fiscal Policy (C304B), 30% of the actual net income of the Sanitary Utility is paid to the City of Edmonton in the form of a dividend. Of the budgeted \$7,134K net income, 30% or \$2,140K would be paid as a dividend to the City of Edmonton in the following year. If the net income was reduced by \$1,000K, the dividend payable would be \$1,840K in the following year. This would reduce the 2011 utility rate increase to 4.6%.

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: *11-183*

Budget Page #: *80*

You show a significant increase \$2,845 to program and financial support. Can you break this down?

Question Answer:

Program & Financial Support captures the branch manager office and financing costs of capital investments. Of the \$2,845K increase, \$2,523K relates to depreciation and interest as a result of capital investments. The remaining \$322K is for other costs such as interdepartmental costs.

Program Support & Financial Costs

Depreciation & Interest	\$ 2,523
Other	322
2011 Increase	<u>\$ 2,845</u>

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Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: 11-184

Budget Page #: 214

Position vacancy in Waste - you had 7.7% for 2010 – why accept 2%? This seems low.

Question Answer:

The 7.7 % position vacancy rate reflected construction delays and later start of new operations than planned (Phase 2 of the Integrated Processing and Transfer Facility). Once the operations have started, a 2% position vacation rate is reasonable because of the continuous frontline work that is delivered. For example, in 2008 where there were few new operations being brought on-line, the vacancy rate was 2.6%.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: 11-185

Budget Page #: 216

Sales staff should be able to pay for themselves or they are not needed - \$250,000 should not be part of the rate.

Question Answer:

2011 Budget Questions By Councillor

There is need for funding from the monthly rate until the service grows to a size that economies of scale generate net revenue. The net revenue will then be available to reduce the rate requirement in future years. Sales staff are key to achieving economies of scale by securing new commercial waste accounts and maintaining existing accounts.

Given market conditions and the mandate of the service to be provided (unlike private haulers, the City must offer a more expensive recycling service in order to influence recycling in the non-residential sector) it will take time for the City of Edmonton to establish a sustainable foothold in the market. We expect economies of scale would be reached in 2014 when net revenue would be available to reduce the monthly rate.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: *11-186*

Budget Page #: *217*

Is there a charge for this service. If not, why not? Regardless it should not be part of the rate.

Question Answer:

2011 Budget Questions By Councillor

The City's contract with Grey Paper Recycling factored in the collection costs for this service in establishing the revenue sharing formula. This is based on the understanding that the City will also purchase recycled paper manufactured at the facility at costs equal to or lower than prevailing costs of using paper with 30% recycled content. In addition, Greys will be paying property lease rent to the City.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: *11-187*

Budget Page #: *218*

The keeping of the doors open at the Centre except for three days. Please explain why, what staff is there and their function.

Question Answer:

2011 Budget Questions By Councillor

Our experience over the last 25 years has been that the City's disposal site, now the Edmonton Waste Management Centre, is in daily demand. It is essentially the only disposal option available particularly for small haul contractors and residents.

Operating staff are needed for the scalehouses where data and fees are collected, for the tipping areas to ensure customers safely and appropriately unload their materials, and to operate heavy equipment to move incoming trash from tipping floors and bins, and hauling material to landfill. The operation is only marginally smaller on weekend days and holidays than it is during the business week. Significant revenue is generated on weekends and holidays.

Potential impacts of reduced hours could be a loss in revenue greater than the savings in operating costs and, from past experience, increased illegal dumping on public and private property.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: *11-189*

Budget Page #: *219*

I would believe after we received the Auditor report that an overtime policy and process needs to be looked at.

Question Answer:

2011 Budget Questions By Councillor

The Branch adheres to a practice for using overtime in keeping with the Auditor's report. The Branch makes judicious use of overtime primarily in peak growing seasons when higher than base volumes of material is placed out for collection, and to manage weather impacts and fleet breakdowns. The Branch balances the use of overtime with the need for additional staff to realize efficient and effective delivery of service.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: *11-190*

Budget Page #: *222*

You list a variety of reasons for cost changes like materials at \$700,000 beyond inflation for new construction and demolition processes operations. Our service rate is not for the business community, so how is this, or is this, part of any rate?

Question Answer:

2011 Budget Questions By Councillor

The expanded construction and demolition operation is expected to produce annual net revenue that will be used to reduce the funding required through the monthly rate. In 2011 the net revenue is projected to be \$2.0 million.

The construction and demolition operation is part of the integrated processing activities at the EWMC. A construction and demolition operation has been in place for several years restricted to handling only segregated loads. The expanded operation provides the ability to process commingled loads of construction and demolition waste.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: *11-191*

Budget Page #: *222*

Same thing applies to SAP – why are you paying so much for shared services if you are:

a. paying for your own IT

b. what are the total costs for this SAP application?

Question Answer:

2011 Budget Questions By Councillor

The allocation of IT shared services costs does not include computer hardware or software costs, including licenses. SAP licence costs are estimated at \$306,000 for the 60 workstations in Waste Management.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: *11-192*

Budget Page #: *223*

I do not think that you answered the question regarding adjusted rates to CPI annually. Do we take into account current market trends?

Question Answer:

2011 Budget Questions By Councillor

During the term of the Contract, rates are adjusted annually using the local Consumer Price Index. The Consumer Price Index used is determined by the Materials Management Branch and reflects current market trends in goods and services within the Edmonton region. It is in common use in the waste management industry. Additionally, collection contracts now provide specifically for adjustment in fuel prices.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: *11-193*

Budget Page #: *223*

You talk about savings. What are they? In an earlier question I asked about previous costs to operate the land fill. What were they and how have they been reallocated or used?

Question Answer:

2011 Budget Questions By Councillor

Schedule 8.2 of the information submission made to the utility advisor shows a reduction in the budget for Contracted Landfill Services of \$2.6M from 2010 to 2011. This is the “savings” referred to, which are actually a reduced expense which has been factored into the budget. The savings are due to a lower volume of waste being sent to the landfills due to the greater diversion achieved with the full operation of the IPTF, and due to revised projections of non-residential waste volumes explained in the response to question 11-221.

The re-allocation of Clover Bar Landfill operating costs are addressed in the response to question 11-220.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: *11-194*

Budget Page #: *225*

You list how the \$250,000 is calculated, have any of these been used in calculating the current rate for waste users? If so please explain how they impact rates.

Question Answer:

2011 Budget Questions By Councillor

The net \$250,000 would be funded through the waste rate. The increase would equate to about 0.25%, or about 7 cents per month.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: 11-195

Budget Page #: 229

Are any of these calculated in the rate structure?

Question Answer:

2011 Budget Questions By Councillor

Yes. The non-rate or program revenues described here are deducted against total expenses, resulting in a lower revenue amount required to be generated from rates.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: *11-196*

Budget Page #: *230*

What is the relationship between solid waste biosolids and that of the Sanitary drainage system. Does sanitary mandate the need for 23,000 dry tones or is it a cost benefit to both to use it?

Question Answer:

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The Waste Management Branch utilizes the biosolids for the composting process, providing a low cost option for management of biosolids. This is a benefit to the City as a whole since it enables use of the Waste Management Branch's infrastructure and capability to effectively manage biosolids and produce soil amendment that is used within the City and region.

Waste and Drainage agree on the biosolids disposal target each year. The target for 2011 is 23,500 dry tonnes. The setting of disposal target is generally driven by Drainage's budget availability, with the goal of maximizing existing biosolids processing capacity to gradually match the average annual production rate of biosolids by the City and the region over the next few years. The increase of \$1 Million in Drainage's biosolids disposal budget will achieve 87% of the 2011 annual biosolids production.

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: *11-197*

Budget Page #: *233*

How do you in a regulated business do cost allocation on a proportionate basis when you are trying to set a monthly rate?

Question Answer:

Over the last 18-24 months, Administration has been working to review the allocation methods used to ensure that the charges are made in a fair, consistent, and simple manner, balancing between cost and value of the information. As a result of this analysis, it was determined that the full cost of shared services and corporate allocation to Drainage Services should be \$11,307K. During budget preparation, Administration attempted to review the redistribution of this amount between Sanitary, Land Drainage, and Design & Construction.

In the absence of the time necessary to develop a business plan for Design & Construction, and to review the distribution of Shared Services, Corporate Allocation, and other Drainage Services overhead costs, the proposed budget contains an interim measure to shift some of the cost to Design & Construction. The 2011 Design & Construction budget includes a shift/increase of \$908K in Shared Services.

2011 Budget Questions By Councillor

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: 11-198

Budget Page #: 241

This issue occurred prior to the start of the Utility. Should the Capital costs not be a part of City Budget not Utility?

Question Answer:

The Sanitary Utility started in 1955 and the Land Drainage Utility in 2003. The flood of 2006 occurred after both utilities were in existence. Please refer to the response to Question 11-161.

Program: *Drainage Services*

Asked By: *Mayor Mandel*

Question #: 11-199

Budget Page #: 263

Issue of local access fee plus dividend is a substantial burden on our users.

Question Answer:

The 2011 local access fee is projected to be \$5,306K. If this payment were not required, there would be no rate increase required for 2011; however, this would require an increase of 0.6% in tax levy to replace the amount.

The dividend based on 2011 net income, payable in 2012 is \$2,140K. If this payment were not required, the amount could be used to cash finance capital. This would reduce the reliance on debt financing, which will lead to lower interest expense in the future years (reducing rate requirement) and improve the debt to rate base ratio and debt coverage ratio. However, this would require an increase of 0.2% in tax levy to replace this amount.

Program: *EPCOR*

Asked By: *Mayor Mandel*

Question #: 11-200

Budget Page #:

Please show how capital and operating costs for 2011 will drive up rates especially focusing on how the Alberta Environment approvals are driving up costs.

Question Answer:

Both capital and operating costs have been increasing. These costs are directly related to the 2005 Alberta Environment Approval to Operate. The 2011 Operations plan, as submitted to Alberta Environment, calls for Enhanced Primary Treatment capital construction. When fully commissioned and operational, the new capital assets will increase Gold Bar's wet weather treatment capacity from 910 ML/day in 2011 to 1,200 ML/day in 2012, with 600 ML/day of Enhanced Primary Treatment capacity that doubles the effectiveness of the treatment plant.

The following Table 1 provides a breakdown of the 8% rate increase including the cost impacts related to Enhance Primary Treatment.

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Table 1 - Explanation of Required 8% Rate Increase (\$ in 000s)

Increase due to Enhanced Primary Treatment	\$ 2,835	5.4%
Increase due to higher operating costs		
Inflation - wages, benefits and other costs	900	1.7%
Increased maintenance work	436	0.8%
Increase in customer service charges	146	0.3%
Increase in grit disposal fees to Edmonton Waste Management	122	0.2%
Other	98	0.2%
Decrease in revenue due to impacts from lower water consumption	983	1.9%
Increase in corporate shared services costs	843	1.6%
Increase in depreciation due to investment in other plant assets	633	1.2%
Increase in franchise fees and property taxes	235	0.4%
Subtotal	\$ 7,230	13.7%
Decrease in interest costs - lower rates & change in plant investment	(1,906)	-3.6%
Reduction to net income to meet 8% rate increase	(1,096)	-2.1%
Total	\$ 4,228	8.0%

Program: EPCOR

Asked By: Mayor Mandel

Question #: 11-201

Budget Page #:

2011 Budget Questions By Councillor

My assumption is that this insufficient rate charge to meet full cost recovery must flow from a more historical issue than the current 8% proposed increase because inflation is about 1%. What has driven the cost so much?

Question Answer:

Since 1995, over \$250 million has been invested in upgrades to the Gold Bar Wastewater Treatment Plant to meet regulatory requirements set by Alberta Environment. Approximately \$125 million was invested in Biological Nutrient Removal to meet final effluent discharge requirements and approximately \$125 million was invested for Enhanced Primary Treatment to improve the efficiency of the liquid and solids stream treatment process to treat the combined sewer overflows. These major capital investments have resulted in an erosion of income and return on equity.

Program: EPCOR

Asked By: Mayor Mandel

Question #: 11-202

Budget Page #:

You are saying that non-wage costs are the major factor in the rate increase. Please outline them. I am not sure the chart on Graph One is that helpful.

Question Answer:

Refer to Table 1 in response to Question #11-200 for a detailed explanation.

Program: EPCOR

Asked By: Mayor Mandel

Question #: 11-203

Budget Page #:

You attribute the major cost increase to the need to build the necessary processing infrastructure so that we do not need to build a complete separation of our combined sewer. Is that correct? What percentage of the increase can be attributed to this program?

Question Answer:

Yes. The intent of the Combined Sewer Overflow Control Strategy is to provide the environmental benefit equivalent to the separation of the combined sewer from the Sanitary Sewer Systems. The cost of fully separating the sewer systems was determined in 1999 to be approximately \$2.4 billion (CSO Long Term Control Report (Report R97-234)). The Combined Sewer Overflow Control Strategy (Implementation Plan), approved in June 2000, outlined an approach to redirect Combined Sewer Overflows to Gold Bar's Enhanced Primary Treatment area. Delivering the environmental benefit equivalent to full sewer separation requires upgrades at Gold Bar to increase both liquid and solids stream processing capacity. The capital investments at Gold Bar and within the Combined and Sanitary Sewer Collection systems are less than ten percent of the full cost to separate the sewers.

Of the 8% rate increase, approximately 5.4% is attributable to the Enhanced Primary Treatment as outlined in Table 1 in response to Question 11-200. These costs include increased operating and maintenance costs related to labour and utilities, depreciation and interest expense.

Program: EPCOR

Asked By: Mayor Mandel

Question #: 11-204

Budget Page #:

You are looking to hire thirteen more people on a permanent basis and your rationalization is that they are

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needed for maintenance and/or to deal with issues of combined sewer. Please justify these needs.

Question Answer:

The new Combined Sewer assets require additional operations supervision and preventative maintenance activities, increasing the scope of the Gold Bar operations and maintenance programs. The manpower count proposed for the 2011 Budget is essentially the same as the 2010 Budget [154 Full Time Equivalents (FTEs) in 2011 compared to 156 FTEs in 2010]. In 2010, Gold Bar operated with less permanent and more temporary workers. While the assets were being constructed in 2010, temporary staff were added instead of permanent staff to ensure that Gold Bar would be ready for these new assets and maintain its ongoing major maintenance program.

Upon review of the Operations and Maintenance organization structure after transition to EPCOR and in light of the impacts of the new assets and the seasonal maintenance program, a direction was set to reduce temporary staff by transitioning seasonal temporary positions to permanent positions. Moving to permanent staff improves crew stability and training, thereby increasing workforce safety, productivity and efficiency. These positions were identified in the 2010 Budget and are being made permanent in 2011.

Program: EPCOR

Asked By: Mayor Mandel

Question #: 11-205

Budget Page #:

Did City pay taxes to City prior to EPCOR managing Gold Bar? Please breakdown the Franchise Fee and Taxes being applied.

Question Answer:

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Prior to the transfer of assets from the City to Gold Bar on April 1, 2009, Gold Bar did not pay taxes as part of the City-owned Drainage Services utility but did pay franchise fees.

Total Franchise Fee and Taxes of \$4,743 thousand reflected in the 2011 Gold Bar Budget are comprised of \$4,463 thousand for franchise fees and \$280 thousand for property taxes as outlined in the table below with a comparison to 2010 Budget:

(\$ in thousands)	2010 Budget	2011 Budget	Increase (Decrease)
Franchise Fees	\$4,208	\$4,463	\$255
Property Taxes	300	280	(20)
Total	\$4,508	\$4,743	\$235

Gold Bar franchise fees are calculated consistent with the methodology used when Gold Bar was under the City-owned Drainage Services utility. The 2011 Budget franchise fees and property taxes are based on 8% applied to revenues of \$59,310 thousand.

Program: Corporate Accounting

Asked By: Mayor Mandel

Question #: 11-206

Budget Page #:

The most important issue about a Utility that needs to be discussed and vetted in public is the issue of depreciation and interest. As a city facility we did neither so if you looked at 2011 we would have generated an additional \$15.1M. How do we compare this funding to that of roads, recreation centres, etc.

Question Answer:

City utility operations follow a full cost model similar to EPCOR, providing for interest and amortization within the rate structure. Interest on debt financed capital in tax-supported areas is funded within the capital financing corporate program. Amortization is considered a non-cash expenditure which is not generally funded annually for tax-supported operations. The financing and replacement of capital assets in tax-supported operations may come from sources other than the tax levy, including grants, developer financing, etc.

Program: Waste Management

Asked By: Mayor Mandel

Question #: 11-207

Budget Page #:

You will complete the Bio Fuels Facility in 2011. What cost/revenue adjustments will occur ie: positive or

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negative impact on rates?

Question Answer:

The Biofuels Facility will be completed by the end of 2011 and fully commissioned in 2012. In the first full operating year 2013, the net impact is estimated at \$3.2 million. This will be recovered from monthly rates. However, this is expected to be reversed by 2015 with new revenue afforded by the Biofuels operation such as greenhouse gas reduction credits and sale of heat energy. At that time the need for any recovery from rates is expected to be eliminated and replaced with a contribution for rate reduction.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: *11-208*

Budget Page #: *14*

Page 14 - You list a \$250,000 budget request. What is it for?

Question Answer:

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Funding of \$250,000 is to continue the growth of the commercial collection service to a sustainable level with net revenue in 2014. This funding specifically provides for 1 sales staff to secure more commercial accounts and revenue, and 2 crews with equipment to service the commercial accounts.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: *11-209*

Budget Page #:

Eco Stations are a great asset, please outline their cost of operations ie: revenue & expenses? In your surveys did you ask if citizens are willing to pay for service?

Question Answer:

2011 Budget Questions By Councillor

A 2009 survey that asked residents who had used an Eco Station to rate their overall satisfaction, found that 95% were satisfied, including 75% who were very satisfied. Residents pay for disposal of waste at the Eco Stations except for materials that are directly marketable or recyclable and materials such as electronics, tires, oil, paint and household hazardous materials covered under provincial programs.

(\$000's)

Coronation Eco Station	2011
Costs	1,708
Revenues	(941)
Impact on rates	767
Strathcona Eco Station	2011
Costs	2,050
Revenues	(679)
Impact on rates	1,371
Ambleside Eco Station	2011
Costs	2,008
Revenues	(340)
Impact on rates	1,668

Service fees are kept at levels to encourage proper disposal of large items and reduce indiscriminate dumping of this waste. This approach is in keeping with input received from residents when the program was introduced.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: *11-210*

Budget Page #:

2011 Budget Questions By Councillor

We are building ecostations. Can you outline their operating and expense statements.

Question Answer:

The response to question 11-209 provides the cost and revenue breakdown.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: *11-211*

Budget Page #:

For ecostations how do we account for the capital? Is it a City allocation or a utility allocation?

Question Answer:

The capital costs associated with Eco Stations are a utility allocation. Debenture interest and the recovery of the initial capital cost through depreciation of the facilities over their service lives are funded by the utility.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: *11-212*

Budget Page #:

Have you done a comparison on the cost/tonne, cost/kilometer of our city run facility with other similar waste systems?

Question Answer:

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It is difficult to fully compare one system to another. Significant variables include different system components, socio-economic factors, differences in service levels, financing approaches, accounting practices (overheads, shared services), climatic factors. All can lead to misleading conclusions. Our focus is on providing the lowest cost service we can, given our particular circumstances.

We cannot compare to cities that still own landfills and rely more on waste disposal versus waste diversion. However, we are comparable with other centres like Toronto and the Greater Vancouver District which face some of the same challenges we do in terms of access to cheap landfill, but also do not achieve the rates of landfill diversion that we do.

The cost per tonne per kilometre hauled can be compared for long haul operations. With 2010 the first full year of the City's long haul operations, we plan to do this comparison in 2011.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: 11-213

Budget Page #:

Can you compare our operational delivery of waste to the cost of our contracted out, ie: private operations?

Question Answer:

2011 Budget Questions By Councillor

The cost of collecting one tonne of refuse using City crews is approximately 8% higher than contract crews based on 2010 projected program costs; however, the areas serviced by contractors experience 30% more complaints than areas serviced by City crews based on 3-year trend (2008 -2010).

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: 11-214

Budget Page #:

When the biofuels facility is finished what will it save the City?

Question Answer:

See response to question 11-207.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: 11-215

Budget Page #:

We have a Reuse Centre, what is the operating costs/revenues, including the allocation for rent?

Question Answer:

2011 Budget Questions By Councillor

(\$000's)

Reuse Centre	2011
Costs	434
Revenues	21

Costs include \$88,000 in space rent.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: 11-216

Budget Page #:

You are starting up a construction materials waste program. What will it cost/revenue? How would it be treated, within or outside of our Utility?

Question Answer:

2011 Budget Questions By Councillor

The construction and demolition operation is part of the integrated processing activities at the EWMC. A construction and demolition operation has been in place for several years restricted to handling only segregated loads. The expanded operation provides the ability to process commingled loads of construction and demolition waste.

The expanded construction and demolition operation is expected to produce annual net revenue that will be used to reduce the funding required through the monthly rate. In 2011 the net revenue is projected to be \$2.0 million.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: *11-217*

Budget Page #:

You outline a cost of \$7.8M for the Drop Off Program. Are these reflected in the Utility Rates? If they are, show me how they impact rates or in the process of the program save money to potentially reduce the monthly fee.

Question Answer:

2011 Budget Questions By Councillor

The Drop off Program is provided for homeowners. In 2010, the total program cost was \$9.6 million. The activities included in the Program generated \$1.8 million in revenue that was used to offset the total Program cost. The remaining cost of \$7.8 million was included in the utility rate. This is a consistent methodology applied from year to year.

Gate rates would have to be increased significantly to off set costs. These increases would be at least 5 times more.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: 11-218

Budget Page #:

In our contract with Beaver Regional is there a minimum that we must deliver?

Question Answer:

Yes – 70,000 tonnes per year.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: 11-219

Budget Page #:

In processing nonresidential materials, please outline the applicable revenue and costs to show that their processing has no impact on our residential customers. This applies today, but you're are talking about 150,000 tonnes by 2016 to be diverted, so in the future the issue will become even more important.

Question Answer:

2011 Budget Questions By Councillor

The processing of non-residential materials will have a positive impact on residential customers as it will contribute net revenue which will reduce the rate requirement.

For 2010, we are forecasting net value from processing segregated C&D (Construction and Demolition) material of about \$1M. This value is in the form of both revenue (fees for receiving the material for processing) as well as avoided expense (use of concrete rubble and wood waste to produce roadway aggregate and biosolids compost substrate respectively.) We anticipate that with completion of a commingled C&D processing system and with operation at full capacity diverting 100,000 tonnes from landfill, revenue will grow to \$3 million annually. Influencing this is the timing of planned provincial legislation to compel more recycling of C&D waste.

Besides C&D material, this initiative also includes processing commercial waste received at the Integrated Processing and Transfer Facility. With a target of 50,000 diverted from landfill by 2016, this will also be a net benefit to residential ratepayers as the fees charged to private haulers will be maintained at a level that will provide a contribution to reducing rate base. For 2011, the contribution will be in the order of \$10 per tonne. We expect to grow this contribution to between \$15 and \$20 per tonne in four to five years depending on how market forces evolve (i.e. how much can we charge before driving customers away).

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: *11-220*

Budget Page #:

2011 Budget Questions By Councillor

When we closed the landfill we had operating costs. Can you outline those and how these funds were used?

Question Answer:

Our major expense in operating the landfill was in the hiring of the machinery to compact and cover the trash. Beyond that, we had personnel expense for the staff who directed traffic at the dumping area. The reduction in the budget for hired machinery is \$750k and the personnel budget, approximately \$500k, has been applied to staffing the operation of the new IPTF.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: 11-221

Budget Page #: 28

On Page 28 you show that you will experience a net increase in operations of \$1.8M due to the reduction of nonresidential waste. Again, how does this work?

Question Answer:

2011 Budget Questions By Councillor

Non-residential waste provides a net revenue source as tip fees are paid at the EWMC. Through associated cost reduction in hauling and disposal and from optimization of staff engaged in general site operations, the net impact of losing the revenue from this waste stream is limited to \$1.8 million.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: 11-222

Budget Page #:

Have you put together a business case for the expansion of the Coronation Eco-Station?

Question Answer:

2011 Budget Questions By Councillor

The business case for expansion of the yard area of the Coronation Eco Station is based on risk and impact avoidance. Expansion of this small station is needed to address safety of residents and staff, traffic congestion, and to reduce impact on the access to adjacent businesses.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: 11-223

Budget Page #: 48

On Page 48 you talk about performance measures. Where are they, as your report shows none?

Question Answer:

2011 Budget Questions By Councillor

Performance measures for Major Service - Collection are on page 16, and measures for Major Service - Processing & Disposal are on page 26.

Program: Corporate Accounting

Asked By: Mayor Mandel

Question #: 11-224

Budget Page #:

Your allocation for shared services of \$5.9M (Waste Management) seems a lot. If you add up all utility contributions it is substantial. This is then a new revenue source for the City to use within our system. I would like a list of all revenues flowing to City Franchise Fees, Shared Services, Dividends, Taxes, Interest on Capital that would have accrued to City, to include local access fee, etc.

Question Answer:

The practice of full costing, including shared services costs, has been in place for a number of years with respect to utility and enterprise operations within the City. For 2011 the methodology was reviewed and the costs were recalculated as appropriate. Shared services recoveries for charges to utility and enterprise operations are shown within the relative service provider budgets (for example, Corporate Services, Finance and Treasury, etc), reducing the tax levy requirement. Please refer to pages 26 and 27 of the budget overview materials which provide background with respect to the shared services charges. The response to question 11-163 provides the breakdown of the various shared service and corporate allocations charged to the Utilities. A summary of revenues has been provided on pages 21 and 22 of the budget overview materials.

2011 Budget Questions By Councillor

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: 11-225

Budget Page #:

Did we accrue a cost to our Capital prior to setting up our utilities? If we now do this how much Capital has it freed up for the City and at what cost to our citizens, because it is now amortized but also depreciated.

Question Answer:

Until the 2011 budget, the utility rates did not reflect depreciation expense, but principal repayment. Depreciation expense is calculated based on the expected service life of capital assets. The proposed 2011 budget included rates that support \$15 million of depreciation expense, representing the value of assets (total assets at end of 2010 is projected at \$227 million) that are being consumed during 2011. This is now funded through rates, compared to \$9 million in principal payments. Over the life of the asset, the same amount would be expensed using either method, although the time over which costs are recovered can vary.

When Waste Management was established as a utility in 2009, \$18,960 in accumulated surplus, along with the net book value of waste management capital assets was transferred to the utility. The accumulated surplus is the source of funding for the phased-in implementation to smooth out the impact of the Clover Bar Landfill Closure. Therefore, there is no "freed-up" capital available.

Program: *Waste Management*

Asked By: *Mayor Mandel*

Question #: 11-226

Budget Page #:

The Utility Advisor suggested changes to the rates due to vacancy factor, change operating and maintenance budget as well as overcharging for shared services. Are these acceptable?

Question Answer:

2011 Budget Questions By Councillor

The Utility Advisor has suggested the 6.0% increase can be reduced to 5.0% by transferring \$500,000 of the increased in shared services cost allocation back to the tax levy, and by reducing the Waste Management 2011 budget by another \$500,000. The transfer of costs back to the tax levy will have no impact on service delivery by the Utility, however, there will be a 0.05% tax levy impact. The Utility will identify strategies during the course of 2011 if a \$500,000 reduction to the 2011 Budget is required to reduce the rate proposal.

Unless the \$500,000 shared services cost allocation is permanently removed, this would result in an increase of 0.5% to the 2012 rate requirement as forecasted.

Program: *Drainage Design & Construction*

Asked By: *Mayor Mandel*

Question #: 11-227

Budget Page #:

What percentage of your work is for drainage?

Question Answer:

Of the work identified for Design and Construction in the 2011 budget, 73% will be on projects funded by the Sanitary and Land Drainage utilities.

Program: *Drainage Design & Construction*

Asked By: *Mayor Mandel*

Question #: 11-228

Budget Page #:

What percentage of your work is done without competitive bidding?

Question Answer:

The percentage of work that is done without competitive bidding is 92% (all Drainage Services and other City of Edmonton projects - \$135,913K out of \$147,049K in 2011).

2011 Budget Questions By Councillor

Program: *Drainage Design & Construction*

Asked By: *Mayor Mandel*

Question #: 11-229

Budget Page #:

How has the department been able to do private contracts?

Question Answer:

Design and Construction has been acquiring private works through competitive bidding process and through invitation for specialized trenchless work.

Program: *Drainage Design & Construction*

Asked By: *Mayor Mandel*

Question #: 11-230

Budget Page #:

In your expenditure you list a higher degree of volume as a reason for increased staffing. Can you outline that private sector work that you will do?

Question Answer:

The private sector work already acquired for 2011 includes \$11.2 million of work for the City of Calgary on the Nose Creek Sanitary Sewer, Memorial Drive Tunnel and the 16th Avenue Tunnel. Additional external work is being pursued but has not yet been acquired.

Program: *Drainage Design & Construction*

Asked By: *Mayor Mandel*

Question #: 11-231

Budget Page #:

Your share of shared services of \$3,480M seems quite substantial. Do you agree with these charges and how are they calculated?

Question Answer:

Shared Services and Corporate Allocation for the Utilities are summarized in the table (please cross-reference #11-109):

Following the corporate review of Shared Services and Corporate Allocation methodology, the \$3,430K represents a phased-in approach to the redistribution of costs amongst the three areas within Drainage Services. This is a fair allocation of shared services cost to Drainage Design & Construction.

2011 Budget Questions By Councillor

	Budget Page #	Included in Budget	Total Expenditure	%	Full Implementation	%
Waste Management	55	5,550	145,033	3.8%	7,400	5.1%
Drainage Services						
Sanitary Drainage	119	6,049	68,570	8.8%	5,417	7.9%
Land Drainage	154	1,828	21,429	8.5%	1,637	7.6%
Design & Construction	172	3,430	142,637	2.4%	4,253	3.0%
		<u>11,307</u>	<u>232,636</u>	<u>4.9%</u>	<u>11,307</u>	<u>4.9%</u>
EPCOR		5,343	61,278	8.7%	5,343	8.7%

Program: *Planning, Policy and
Community Standards*

Asked By: *Mayor Mandel*

Question #: *11-240*

Budget Page #:

Please explain why a transit oriented area plan will cost \$1million?

Question Answer:

The package will provide funding for two to three land use planning projects/plans per year. These plans will provide land use direction for transit oriented development areas, industrial areas and/or mature areas. The priorities will be determined by Council direction.