

2016-2018 Operating Budget

Fall 2017 Supplemental Operating Budget Adjustment

Approved
December 7, 2017

TRANSFORMING | **EDMONTON**

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Edmonton



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For the Triennium Beginning

January 1, 2016

Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the City of Edmonton, Alberta for its multi-year budget for the fiscal years beginning January 1, 2016, January 1, 2017 and January 1, 2018.

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

This award is valid for a period of three years only.

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2018 Operating Budget Incremental Changes

	2018 Operating Budget	Tax Impact	Adjustments	Tax Impact	Revised 2018 Operating Budget	Tax Impact
Maintain Existing Services						
Salary Settlements	27,098	1.8	(4,670)	(0.3)	22,428	1.5
Personnel (Step/Merit/Benefits)	13,137	0.9	(7,395)	(0.5)	5,742	0.4
Inflation	4,167	0.3	-	-	4,167	0.3
Revenue Changes	(3,335)	(0.2)	8,900	0.6	5,565	0.4
Corporate Programs	(11,192)	(0.7)	(3,420)	(0.3)	(14,612)	(1.0)
Development Services	-	-	4,000	0.3	4,000	0.3
Northlands	-	-	1,500	0.1	1,500	0.1
One Time Deferrals	-	-	(3,206)	(0.2)	(3,206)	(0.2)
Reductions/Efficiencies	(10,000)	(0.8)	(6,515)	(0.4)	(16,515)	(1.2)
	19,875	1.3	(10,806)	(0.7)	9,069	0.6
Growth						
Impact of Capital (Net)	13,538	0.9	939	-	14,477	0.9
One Time Deferrals	-	-	(8,027)	(0.5)	(8,027)	(0.5)
Reductions/Efficiencies	-	-	(3,073)	(0.2)	(3,073)	(0.2)
Debt Financing	16,671	1.1	(263)	-	16,408	1.1
Growth/New Service	5,997	0.4	16,214	1.0	22,211	1.4
Ongoing Funding for Council	-	-	-	-	-	-
*One Time Funding Available for Council	-	-	(88)	-	(88)	-
Assessment Growth	(25,798)	(1.7)	(2,167)	(0.1)	(27,965)	(1.8)
	10,408	0.7	3,535	0.2	13,943	0.9
Dedicated Tax Increases						
Neighbourhood Renewal Program	21,890	1.4	-	-	21,890	1.4
Valley Line LRT	9,132	0.6	-	-	9,132	0.6
EPS Funding	15,979	1.0	(775)	-	15,204	1.0
	47,001	3.0	(775)	-	46,226	3.0
EPCOR Dividend	-	-	(20,000)	(1.3)	(20,000)	(1.3)
Total Tax Supported Operations	77,284	5.0	(28,046)	(1.8)	49,238	3.2

**Impact of the Approved 2018 municipal tax increase and utility rate increase on a
Typical Homeowner (\$397,000 Assessed Value)**

	2017 Budget	2018 Budget	Annual Impact
Municipal Services	\$ 2,145	\$ 2,174	\$ 29
Neighbourhood Renewal	214	247	33
Valley Line LRT	26	41	15
Total Property Tax Bill¹	2,385	2,462	77
Waste Management ²	539	551	12
Total Municipal Services	\$ 2,924	\$ 3,013	\$ 89

¹ The Municipal Services increase is based on a tax increase of 1.2% in 2018. The Neighbourhood Renewal increase is based on a dedicated tax increase of 1.4% in 2018. The Valley Line LRT is based on a dedicated tax increase of 0.6% in 2018. Total Property Tax Bill is based on a home assessed at \$397,000.

² The Waste Management Utility Fee is based on a single unit residential charge of \$45.93 per month in 2018.

**Impact of the Approved 2018 municipal tax increase
per \$100,000 of assessment value, residential**

	2017 Budget	2018 Budget	Annual Impact
Municipal Services	\$ 540	\$ 548	\$ 8
Neighbourhood Renewal	54	62	\$ 8
Valley Line LRT	7	10	\$ 3
Per \$100K of assessment value, residential	\$ 601	\$ 620	\$ 19

Corporate Summary

Tax-supported Operations

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
Taxation Revenue	1,425,977	1,498,192	1,575,395
User Fees, Fines, Permits, etc.	486,146	502,263	498,894
Franchise Fees	153,383	162,549	168,439
EPCOR Dividends	141,021	146,022	166,021
Transfers from Reserves	114,216	119,885	150,165
Grants	111,538	104,427	105,438
Investment Earnings & Dividends for Capital Financing	70,747	59,593	74,471
Other Revenue	64,750	73,741	62,433
Total Revenue & Transfers	2,567,778	2,666,672	2,801,256
Net Expenditure & Transfers			
Personnel	1,437,317	1,494,185	1,536,478
Materials, Goods, and Supplies	197,430	203,109	208,879
External Services	286,893	274,023	261,246
Fleet Services	(38,202)	(38,694)	(36,984)
Intra-municipal Charges	123,233	109,959	117,222
Debt	173,934	206,856	263,410
Utilities & Other Charges	381,553	377,330	372,908
Transfer to Reserves	245,559	282,511	305,503
Intra-municipal Recoveries	(239,939)	(242,607)	(227,406)
Total Net Expenditure & Transfers	2,567,778	2,666,672	2,801,256
Total Net Requirement	-	-	-
FTEs			
Boards & Commissions			
Economic Development Corporation	312.0	327.0	327.0
Police Service	2,522.7	2,558.0	2,606.0
Public Libraries	516.6	518.4	521.7
Other Boards & Commissions	57.0	57.0	57.0
Civic Departments			
Citizen Services	2,658.7	2,687.7	2,722.0
City Operations	4,870.3	4,886.7	4,917.9
Communications & Engagement	289.9	327.5	334.4
Financial & Corporate Services	1,339.5	1,345.2	1,323.2
Integrated Infrastructure Services	444.7	474.0	477.0
Mayor and Councillor Offices	50.0	50.0	50.0
Office of the City Auditor	16.0	16.0	16.0
Office of the City Manager	112.6	113.1	113.1
Regional & Economic Development	55.0	77.0	79.0
Urban Form and Corporate Strategic Development	684.9	670.5	655.1
One-time - Delayed Impact of Capital	-	-	23.7
Total FTEs	13,929.9	14,108.1	14,223.1

Corporate Summary

Tax-supported Operations

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
Boards & Commissions			
Economic Development Corporation	29,568	29,836	29,528
Police Service	90,497	90,857	93,034
Public Library	10,560	10,052	10,236
Other Boards & Commissions	3,331	3,881	3,976
Total Boards & Commissions	133,956	134,626	136,774
Civic Departments			
Citizen Services	98,542	101,984	102,510
City Operations	192,596	199,285	204,295
Communications & Engagement	-	117	117
Financial & Corporate Services	16,320	18,030	15,590
Integrated Infrastructure Services	521	521	521
Office of the City Manager	21,282	11,379	7,955
Regional & Economic Development	5,843	5,347	6,282
Urban Form and Corporate Strategic Development	83,082	77,183	89,860
Corporate Revenues	548,319	571,643	661,957
Total Taxation Revenue	1,425,977	1,498,192	1,575,395
One-time Items	41,340	48,365	-
Total Revenue & Transfers	2,567,778	2,666,672	2,801,256
Net Expenditure & Transfers			
Boards & Commissions			
Economic Development Corporation	47,654	49,690	50,239
Police Service	397,810	410,364	427,748
Public Library	61,013	62,811	65,316
Other Boards & Commissions	36,052	37,642	38,554
Total Boards & Commissions	542,529	560,507	581,857
Civic Departments			
Citizen Services	417,182	429,105	445,929
City Operations	664,747	681,341	709,076
Communications & Engagement	26,579	30,356	30,705
Financial & Corporate Services	161,326	172,192	177,647
Integrated Infrastructure Services	19,176	20,829	21,259
Mayor and Councillor Offices	6,089	6,086	6,390
Office of the City Auditor	2,542	2,617	2,623
Office of the City Manager	43,384	33,577	29,408
Regional & Economic Development	19,018	24,143	27,600
Urban Form and Corporate Strategic Development	107,811	100,712	121,071
Corporate Expenditures	401,841	419,711	491,359
Neighbourhood Renewal	112,606	134,442	156,332
Available for City Council	-	-	-
One-time Items	42,948	51,054	-
Total Net Expenditure & Transfers	2,567,778	2,666,672	2,801,256
Total Net Requirement	-	-	-

Tax-supported Operations

Net Operating Requirement

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Boards & Commissions			
Economic Development Corporation	18,086	19,854	20,711
Police Service	307,313	319,507	334,714
Public Library	50,453	52,759	55,080
Other Boards & Commissions	32,721	33,761	34,578
Total Boards & Commissions	408,573	425,881	445,083
Civic Departments			
Citizen Services			
Community & Recreation Facilities	49,631	53,033	60,004
Community Inclusion & Investment	26,185	27,210	33,152
Community Standards and Neighbourhoods	32,838	30,833	32,340
Fire Rescue Services	204,418	209,632	211,474
Integrated Strategic Development	5,568	6,413	6,449
City Operations			
Business Performance and Customer Experience	842	986	2,505
Edmonton Transit	217,002	220,130	230,559
Fleet & Facilities Services	59,017	61,592	66,717
Parks and Roads Services	195,290	199,348	205,000
Communications & Engagement			
Communications	5,448	5,812	6,019
Engagement	15,879	17,002	19,240
External Relations	1,164	1,754	1,733
Marketing	4,088	5,671	3,596
Financial & Corporate Services			
Assessment & Taxation	21,686	21,696	22,314
Corporate Procurement & Supply Services	12,046	11,943	13,415
Financial Services	7,571	7,766	9,623
Financial Strategies & Budget	13,169	12,145	11,577
Human Resources	15,163	15,657	17,168
Information Technology	40,580	41,363	47,117
Law	10,933	11,085	11,995
Open City and Innovation	2,864	3,173	3,272
Real Estate	20,994	29,334	25,576
Integrated Infrastructure Services			
Building Great Neighbourhoods	749	902	1,509
Business Planning and Support	8,432	7,134	7,428
Infrastructure Delivery	2,638	3,388	3,369
Infrastructure Planning and Design	6,116	8,141	7,688
LRT Delivery	720	743	744
Mayor and Councillor Offices			
Office of the City Auditor	2,542	2,617	2,623
Office of the City Manager			
City Manager	3,007	2,802	2,823
Housing	7,209	7,140	7,144
Intergovernmental & External Affairs	1,305	1,271	1,269
Office of the City Clerk	10,581	10,985	10,217
Regional & Economic Development			
Community Revitalization Levy - The Quarters Downtown CRL	142	196	237
Economic & Environmental Sustainability	13,033	18,600	21,081
Urban Form and Corporate Strategic Development			
City Planning	24,281	19,373	22,431
Corporate Strategy	2,724	2,975	3,079
Development Services	(2,276)	1,181	5,701
Total Civic Departments	1,049,668	1,087,112	1,144,578

Tax-supported Operations

Net Operating Requirement

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Corporate Expenditures & Revenues			
Automated Enforcement	-	-	-
Capital Project Financing	160,673	156,082	166,526
Corporate Expenditures	22,265	23,139	19,618
Corporate Revenues	(343,916)	(355,027)	(391,092)
Taxation Expenditures	6,256	6,956	8,300
Valley Line LRT	8,244	16,918	26,050
Total Corporate Expenditures & Revenues	(146,478)	(151,932)	(170,598)
Neighbourhood Renewal			
Neighbourhood Renewal	114,380	136,216	158,106
Less: Microsurfacing - Parks and Roads Services	1,774	1,774	1,774
Transfer to Capital - Corporate Programs	112,606	134,442	156,332
Total Taxation Revenue	(1,425,977)	(1,498,192)	(1,575,395)
One-time Items	1,608	2,689	-
Total Net Operating Requirement	-	-	-

Tax-supported Operations

Expenditure Summary

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Boards & Commissions			
Economic Development Corporation	47,654	49,690	50,239
Police Service	397,810	410,364	427,748
Public Library	61,013	62,811	65,316
Other Boards & Commissions	36,052	37,642	38,554
Total Boards & Commissions	542,529	560,507	581,857
Civic Departments			
Citizen Services			
Community & Recreation Facilities	116,437	123,221	130,509
Community Inclusion & Investment	51,486	52,435	58,577
Community Standards and Neighbourhoods	37,071	35,066	36,577
Fire Rescue Services	206,620	211,894	213,741
Integrated Strategic Development	5,568	6,489	6,525
City Operations			
Business Performance and Customer Experience	842	986	2,505
Edmonton Transit	353,181	358,205	366,975
Fleet & Facilities Services	72,093	76,880	84,370
Parks and Roads Services	238,631	245,270	255,226
Communications & Engagement			
Communications	5,448	5,812	6,019
Engagement	15,879	17,002	19,240
External Relations	1,164	1,754	1,733
Marketing	4,088	5,788	3,713
Financial & Corporate Services			
Assessment & Taxation	21,686	21,696	22,314
Corporate Procurement & Supply Services	12,368	12,275	13,757
Financial Services	8,853	9,246	11,265
Financial Strategies & Budget	13,169	12,145	11,577
Human Resources	15,163	15,657	17,168
Information Technology	40,687	41,470	47,224
Law	10,933	11,085	11,995
Open City and Innovation	2,864	3,173	3,272
Real Estate	35,603	45,445	39,075
Integrated Infrastructure Services			
Building Great Neighbourhoods	749	902	1,509
Business Planning and Support	8,853	7,555	7,849
Infrastructure Delivery	2,638	3,388	3,369
Infrastructure Planning and Design	6,116	8,141	7,688
LRT Delivery	820	843	844
Mayor and Councillor Offices			
Office of the City Auditor	2,542	2,617	2,623
Office of the City Manager			
City Manager	3,007	2,802	2,823
Housing	27,759	17,787	14,367
Intergovernmental & External Affairs	1,305	1,271	1,269
Office of the City Clerk	11,313	11,717	10,949
Regional & Economic Development			
Community Revitalization Levy - The Quarters Downtown CRL	5,044	4,194	5,224
Economic & Environmental Sustainability	13,974	19,949	22,376
Urban Form and Corporate Strategic Development			
City Planning	41,613	33,120	50,675
Corporate Strategy	2,724	2,975	3,079
Development Services	63,474	64,617	67,317
Total Civic Departments	1,467,854	1,500,958	1,571,708

Tax-supported Operations Expenditure Summary

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Corporate Expenditures			
Automated Enforcement	55,100	55,100	52,100
Capital Project Financing	304,013	311,420	381,013
Corporate Expenditures	24,028	24,697	21,196
Corporate Revenues	-	720	-
Taxation Expenditures	10,456	10,856	11,000
Valley Line LRT	8,244	16,918	26,050
Total Corporate Expenditures	401,841	419,711	491,359
Neighbourhood Renewal			
Neighbourhood Renewal	114,380	136,216	158,106
Less: Microsurfacing - Parks and Roads Services	1,774	1,774	1,774
Transfer to Capital - Corporate Programs	112,606	134,442	156,332
One-time Items	42,948	51,054	-
Total Net Expenditure & Transfers	2,567,778	2,666,672	2,801,256

Tax-supported Operations

Revenue Summary

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Boards & Commissions			
Economic Development Corporation	29,568	29,836	29,528
Police Service	90,497	90,857	93,034
Public Library	10,560	10,052	10,236
Other Boards & Commissions	3,331	3,881	3,976
Total Boards & Commissions	133,956	134,626	136,774
Civic Departments			
Citizen Services			
Community & Recreation Facilities	66,806	70,188	70,505
Community Inclusion & Investment	25,301	25,225	25,425
Community Standards and Neighbourhoods	4,233	4,233	4,237
Fire Rescue Services	2,202	2,262	2,267
Integrated Strategic Development	-	76	76
City Operations			
Edmonton Transit	136,179	138,075	136,416
Fleet & Facilities Services	13,076	15,288	17,653
Parks and Roads Services	43,341	45,922	50,226
Communications & Engagement			
Marketing	-	117	117
Financial & Corporate Services			
Corporate Procurement & Supply Services	322	332	342
Financial Services	1,282	1,480	1,642
Information Technology	107	107	107
Real Estate	14,609	16,111	13,499
Integrated Infrastructure Services			
Business Planning and Support	421	421	421
LRT Delivery	100	100	100
Office of the City Manager			
Housing	20,550	10,647	7,223
Office of the City Clerk	732	732	732
Regional & Economic Development			
Community Revitalization Levy - The Quarters Downtown CRL	4,902	3,998	4,987
Economic & Environmental Sustainability	941	1,349	1,295
Urban Form and Corporate Strategic Development			
City Planning	17,332	13,747	28,244
Development Services	65,750	63,436	61,616
Total Civic Departments	418,186	413,846	427,130
Corporate Expenditures & Revenues			
Automated Enforcement	55,100	55,100	52,100
Capital Project Financing	143,340	155,338	214,487
Corporate Expenditures	1,763	1,558	1,578
Corporate Revenues	343,916	355,747	391,092
Taxation Expenditures	4,200	3,900	2,700
Total Corporate Expenditures & Revenues	548,319	571,643	661,957
Total Taxation Revenue	1,425,977	1,498,192	1,575,395
One-time Items	41,340	48,365	-
Total Revenue & Transfers	2,567,778	2,666,672	2,801,256

Municipal Enterprise

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
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Blatchford Redevelopment

Revenues & Transfers	129,121	22,898	29,137
Less: Expenditure & Transfers	107,322	23,882	28,637
Net Income (Loss)	21,799	(984)	500

Land Enterprise

Revenues & Transfers	30,815	45,277	44,618
Less: Expenditure & Transfers	25,729	39,092	42,000
Net Income	5,086	6,185	2,618

Land for Municipal Purposes

Revenues & Transfers	-	-	-
Less: Expenditure & Transfers	216	222	230
Net Income (Loss)	(216)	222	230

Community Revitalization Levies

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
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Belvedere CRL

Revenues & Transfers	8,446	5,915	6,914
Less: Expenditure & Transfers	8,446	5,915	6,914
Net Income (Loss)	-	-	-

Capital City Downtown CRL

Revenues & Transfers	14,244	16,107	20,985
Less: Expenditure & Transfers	14,244	16,107	20,985
Net Income (Loss)	-	-	-

Utility Operations

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
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Drainage Utility

Revenues & Transfers	172,890	125,531	-
Less: Expenditure & Transfers	133,896	93,222	-
Net Income	38,994	32,309	-

Waste Services Utility

Revenues & Transfers	187,952	206,478	225,434
Less: Expenditure & Transfers	186,998	201,430	206,038
Net Income	954	5,048	19,396

Tax-supported Operations

Full Time Equivalents

	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Boards & Commissions			
Economic Development Corporation	312.0	327.0	327.0
Police Service	2,522.7	2,558.0	2,606.0
Public Library	516.6	518.4	521.7
Other Boards & Commissions	57.0	57.0	57.0
Total Boards & Commissions	3,408.3	3,460.4	3,511.7
Civic Departments			
Citizen Services			
Community & Recreation Facilities	996.8	1,009.6	1,020.8
Community Inclusion & Investment	130.7	130.2	130.2
Community Standards and Neighbourhoods	246.1	232.9	237.4
Fire Rescue Services	1,240.3	1,262.1	1,281.7
Integrated Strategic Development	44.8	52.9	51.9
City Operations			
Business Performance and Customer Experience	4.0	17.0	17.0
Edmonton Transit	2,398.3	2,386.9	2,393.3
Fleet & Facilities Services	1,164.5	1,173.6	1,181.2
Parks and Roads Services	1,303.5	1,309.2	1,326.4
Communications & Engagement			
Communications	66.8	76.4	76.3
Engagement	194.1	207.5	214.5
External Relations	7.0	13.0	13.0
Marketing	22.0	30.6	30.6
Financial & Corporate Services			
Assessment & Taxation	189.2	181.2	181.2
Corporate Procurement & Supply Services	160.0	160.3	154.0
Financial Services	154.3	153.3	149.8
Financial Strategies & Budget	95.5	87.6	81.0
Human Resources	162.5	165.9	164.5
Information Technology	366.4	368.1	360.4
Law	100.1	111.8	110.8
Open City and Innovation	21.5	25.0	25.0
Real Estate	90.0	92.0	96.5
Integrated Infrastructure Services			
Building Great Neighbourhoods	59.0	47.0	47.0
Business Planning and Support	146.4	184.9	186.9
Infrastructure Delivery	123.2	84.0	84.0
Infrastructure Planning and Design	98.1	130.1	131.1
LRT Delivery	18.0	28.0	28.0
Mayor and Councillor Offices	50.0	50.0	50.0
Office of the City Auditor	16.0	16.0	16.0
Office of the City Manager			
City Manager	13.5	13.0	13.0
Housing	23.0	24.0	24.0
Intergovernmental & External Affairs	8.0	8.0	8.0
Office of the City Clerk	68.1	68.1	68.1
Regional & Economic Development			
Community Revitalization Levy - The Quarters Downtown CRL	4.0	3.0	3.0
Economic & Environmental Sustainability	51.0	74.0	76.0
Urban Form and Corporate Strategic Development			
City Planning	364.5	324.1	308.7
Corporate Strategy	15.8	18.3	18.3
Development Services	304.6	328.1	328.1
One-time - Delayed Impact of Capital	-	-	23.7
Total Civic Departments	10,521.6	10,647.7	10,711.4
Total Tax-supported Operations	13,929.9	14,108.1	14,223.1

Tax-supported Operations
Other Boards & Commissions

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue			
Arts Council	-	550	550
Combative Sports Commission	60	60	155
Fort Edmonton Park	3,271	3,271	3,271
Total Revenue & Transfers	3,331	3,881	3,976

Expenditure

Arts Council	12,274	13,191	13,555
Combative Sports Commission	196	60	155
Federation of Community Leagues	6,097	6,168	6,238
Fort Edmonton Park	7,147	7,449	7,695
Greater Edmonton Foundation	3,700	4,000	4,000
Heritage Council	880	919	959
Reach Edmonton	3,729	3,785	3,840
Space and Science Foundation	2,029	2,070	2,111
Total Expenditure & Transfers	36,052	37,642	38,553

Net Operating Requirement

Arts Council	12,274	12,641	13,005
Combative Sports Commission	136	-	-
Federation of Community Leagues	6,097	6,168	6,238
Fort Edmonton Park	3,876	4,178	4,424
Greater Edmonton Foundation	3,700	4,000	4,000
Heritage Council	880	919	959
Reach Edmonton	3,729	3,785	3,840
Space and Science Foundation	2,029	2,070	2,111
Total Net Operating Requirement	32,721	33,761	34,577

	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Full-time Equivalents			
Combative Sports Commission	1.0	1.0	1.0
Fort Edmonton Park	56.0	56.0	56.0
Total Full-time Equivalents	57.0	57.0	57.0

Summary of Previously Approved Operating Impacts of Capital and Contributed Assets

Branch	Name	Description	(\$000)	2018			
				Exp	Rev	Net	FTEs
Community & Recreation Facilities	Operating Impacts of Capital	This package identifies the on-going funding required to operate and maintain the 2016 to 2018 Council approved capital profiles. This funding allows for the operation and maintenance of significant river valley and River Valley Alliance capital projects, impacts for Community Strategies, Community Standards, and the new Borden Outdoor Pool.	Annualization	-	-	-	-
			New Budget	535	603	(68)	11.6
			Total	535	603	(68)	11.6
Community & Recreation Facilities	Operating Impacts of Capital - Downtown Arena - Community Services	This service package allows for operation, maintenance, programming and social supports needed from Community Services for this capital development.	Annualization	-	-	-	-
			New Budget	21	8	13	-
			Total	21	8	13	-
Fire Rescue Services	Operating Impacts of Capital - Pilot Sound Fire Station	A new fire station in the Pilot Sound community was approved by City Council. This service package identifies the ongoing funding required to operate and maintain the Pilot Sound fire station, which will improve Fire Rescue Services response to communities in the northeast of the city.	Annualization	-	-	-	-
			New Budget	59	-	59	-
			Total	59	-	59	-
Fire Rescue Services	Operating Impacts of Capital - Rosssdale Fire Station	City Council approved renovation and reactivation of the Rosssdale fire station. This service package identifies the ongoing funding required to operate and maintain the re-activated Rosssdale fire station, which will improve river rescue response and improve downtown rescue response.	Annualization	117	-	117	0.8
			New Budget	28	-	28	-
			Total	145	-	145	0.8
Fire Rescue Services	Operating Impacts of Capital - Windermere Fire Station	A new fire station in the Windermere community was approved by City Council. This service package identifies the ongoing funding required to operate and maintain the Windermere fire station, which will improve Fire Rescue Services response in the southwest of the city. The service package also identifies operating cost impacts due to increased demand on existing services driven by internal growth. Approved deferral of partial budget and FTEs.	Annualization	415	-	415	2.7
			New Budget	3,418	-	3,418	23.4
			Total	3,832	-	3,832	26.1
Edmonton Transit	Smart Fare	Funding in this service package will cover operating costs associated with the Smart Fare system, including transaction fees, equipment maintenance, back office and support elements, including a customer service centre. Approved deferral of budget.	Annualization	-	-	-	-
			New Budget	4,792	-	4,792	-
			Total	4,792	-	4,792	-
Edmonton Transit	Smart Bus	This service package includes funding for positions required to support the Smart Bus system and to analyze/leverage new information available and produce identified tangible benefits. The Positions required include Smart Bus Business Lead, Data Analyst (Methods Analyst), Data Management (Transportation Technician), Hardware Management (Transportation Technician), IT Support (Systems Analyst).	Annualization	-	-	-	-
			New Budget	(619)	-	(619)	-
			Total	(619)	-	(619)	-
Fleet & Facilities Services	Increased Maintenance Requirements	Community Services is expected to add \$10.1 M to their fleet in 2015 SCBA. Volumes of maintenance hours are increasing to service additional units for Community Services and higher usage for vehicles and equipment. Growth and demand for the fleet remains high, requiring additional resources to complete maintenance forecasted.	Annualization	-	-	-	-
			New Budget	0	-	0	2.0
			Total	0	-	0	2.0
Parks and Roads Services	Operating Impacts of Capital	This service package identifies the on-going funding required to operate and maintain the 2016 to 2018, Council approved, capital profiles with significant parks projects that require ongoing maintenance of these new assets. Funding will allow for the maintenance of parks assets, including mowing and trimming in parks and roadways, inventories, horticulture, sportsfields, play spaces. Approved reduction of budget & FTEs.	Annualization	-	-	-	-
			New Budget	938	-	938	9.5
			Total	938	-	938	9.5
Parks and Roads Services	Traffic Controller System Conversion	Additional budget and staff are required for the successful implementation and ongoing maintenance of Traffic Controller System Conversion capital project approved by Council in the Capital Priorities Plan for 2015-2018. This capital project is to equip all traffic signal controllers to new Ethernet based and wireless technologies.	Annualization	-	-	-	-
			New Budget	(100)	-	(100)	-
			Total	(100)	-	(100)	-

Summary of Previously Approved Operating Impacts of Capital and Contributed Assets

Branch	Name	Description	(\$000)	Exp	2018		
					Rev	Net	FTEs
Human Resources	Corporate Performance Mgmt Modules	The performance mgmt modules will be used by the City's supervisors to develop performance plans, monitor and conduct performance appraisals. This modernization of the City's performance mgmt process will support the optimization of individual & team performance. This request is for the operating impacts of the capital which incl licensing fees, admin support and mtnce/sustainment activities.	Annualization	-	-	-	-
			New Budget	160	-	160	-
			Total	160	-	160	-
Information Technology	Operating Impacts of Capital	IT applications require ongoing support, licensing and maintenance in order to fulfill the commitments of the 2015 - 2018 approved Capital Budget. Approved reduction of budget.	Annualization	-	-	-	-
			New Budget	96	-	96	-
			Total	96	-	96	-
Facilities & Landscape Infrastructure	Operating Impacts of Capital	This service package provides for funding for maintenance and custodial services at new City of Edmonton facilities that will open in 2016-2018 including those for Waste Management Services, Edmonton Transit and the Community Services Department. Facility and Landscape Infrastructure also provides maintenance and custodial services to the Edmonton Police Service and the Edmonton Public Library. Approved deferral of budget and FTEs.	Annualization	272	-	272	1.6
			New Budget	1,979	-	1,979	20.0
			Total	2,251	-	2,251	21.6
		Total Operating Impacts of Capital		12,110	611	11,499	71.6
Parks and Roads Services	Operating Impacts of Contributed Assets	This service package identifies the on-going funding required to operate, maintain and program the 2016-2018 assets transferred from developers, other civic departments and community projects to the City, with significant parks projects requiring ongoing maintenance of these new assets. Approved reduction of budget & FTEs.	Annualization	-	-	-	-
			New Budget	629	-	629	5.2
			Total	629	-	629	5.2
Parks and Roads Services	Roadway Maintenance Snow & Ice Control Inventory Growth	This service package identifies the funding required to maintain inventory increases in the roadway network for snow and ice control from developer contributions including maintenance of Shared Use paths estimated and the maintenance new protected bicycle facilities. Funding will provide current service levels for increased inventory and maintain adherence to Snow and Ice Control Policy. Approved reduction of budget & FTEs.	Annualization	-	-	-	-
			New Budget	978	-	978	3.0
			Total	978	-	978	3.0
Parks and Roads Services	Roadway Maintenance Street Cleaning, Asphalt and Concrete Repair Inventory Growth	This service package identifies the funding required to maintain service levels for inventory increases in the roadway network from developer contributed assets and increased streetscape maintenance with the completion of Capital Boulevard (108 Street) in 2016 and the Quarters in 2017 to maintain current service levels. Approved reduction of budget & FTEs.	Annualization	-	-	-	-
			New Budget	432	-	432	3.0
			Total	432	-	432	3.0
		Total Operating Impacts of Contributed Assets		2,039	-	2,039	11.2
		Total Operating Impacts of Capital and Contributed Assets		14,149	611	13,538	82.8
Approved reduction of budget & FTEs				(3,073)	-	(3,073)	(20.7)
Approved deferral of budget & FTEs				(8,027)	-	(8,027)	(17.0)
		Revised Total Operating Impacts of Capital and Contributed Assets		3,049	611	2,438	45.1

Summary of Previously Approved Growth/New or Enhanced Service Packages

Branch	Name	Description	(\$000)	Exp	2018			FTEs
					Rev	Net		
Community & Recreation Facilities	Nikaniw Indigenous Youth Leadership Program 2017	As part of Aboriginal Inclusion and Participation in Civic Life component of the The Way Ahead Implementation Plan, the Nikaniw program will strive to attract and engage Aboriginal youth in the City's workforce and strengthen the City's ties with Aboriginal citizens and the organizations that work on their behalf.	Annualization	-	-	-	-	
			New Budget	6	-	6	-	
			Total	6	-	6	-	
Community Inclusion & Investment	EndPovertyEdmonton 2017&2018	End Poverty Edmonton's submission includes 14 separate items, one under Cornerstone Action & 13 under Road Map Actions. The service package reflects the funding support required from the City to advance the strategies outlined by the End Poverty Edmonton Task Force to lift 10,000 Edmontonians out of poverty in 5 years.	Annualization	-	-	-	-	
			New Budget	1,178	-	1,178	-	
			Total	1,178	-	1,178	-	
Community Standards and Neighbourhoods	Retail Commercial Property Nuisance Reduction Initiative	A Council supported initiative to address safety/cleanliness impacts of chronically dilapidated retail commercial properties. A 2015 pilot that turns permanent with a Building Compliance Enforcement Officer and Community Program Advisor taking an integrated approach with industry/business/associations/citizens to encourage good neighbour practices.	Annualization	-	-	-	-	
			New Budget	7	-	7	-	
			Total	7	-	7	-	
Edmonton Transit	LRT - LRT Maintenance Foremen & Escalator Tech	A request for 1 Elevator/Escalator Technologist and 2 Maintenance and Service Foremen. The Elevator Tech will monitor contractors in the field and push for improvements in contractor reporting, resulting in higher service uptimes for elevators and escalators. The Foremen will be responsible for quality and quantity of work being performed on LRV vehicles, improving reliability of the ETS system.	Annualization	-	-	-	-	
			New Budget	5	-	5	-	
			Total	5	-	5	-	
Edmonton Transit	DATS - Change to DATS Accommodation Rate - as Ammended (Motion OP 67)	This package will provide budget for additional DATS trips to be provided by third party contractors. This is required to maintain current service levels with increased service demand.	Annualization	-	-	-	-	
			New Budget	61	-	61	-	
			Total	61	-	61	-	
Fleet & Facilities Services	ServicePerson - Alberta Health Services	Additional Service Person for the AHS Fleet. AHS will add 9 vehicles to the fleet in 2015/2016. The additional resource will allow technicians to focus time on scheduled maintenance and running repairs. This package is funded through external revenue from the AHS contract, but requires the FTE approval. Gross Costs - \$76K	Annualization	-	-	-	-	
			New Budget	3	3	-	-	
			Total	3	3	-	-	
Parks and Roads Services	Roadway Maintenance Inspectors	This service package outlines funding and ten FTE requirements to address customer service gaps and provide increased oversight of contracted equipment. The current number of five inspectors has not increased since 1980 and can not keep pace with increased customer inquiries and hired equipment usage arising from inventory growth over the past 30 years.	Annualization	-	-	-	-	
			New Budget	22	-	22	-	
			Total	22	-	22	-	
Parks and Roads Services	School Zone Enforcement - Corps of Commissionaires	This Service Package outlines permanent and temporary resources required in order to ensure motorists are compliant with the reduced speed limits in school zones. Three Corps of Commissionaires Peace Officers would be hired specifically for school zone enforcement. No impact on tax levy as is it funded by Traffic Safety and Automated Enforcement Reserve.	Annualization	-	-	-	-	
			New Budget	4	4	-	-	
			Total	4	4	-	-	
Parks and Roads Services	Increase Turf Maintenance	This service package addresses the Council approved herbicide ban on city owned land. Additional resources are required to increase mechanical practices, turf enhancements and public education. Some exceptions apply according to the motion passed at Council, most notably to control weeds listed on the Provincial noxious weed list.	Annualization	-	-	-	-	
			New Budget	515	-	515	(2.0)	
			Total	515	-	515	(2.0)	

Summary of Previously Approved Growth/New or Enhanced Service Packages

Branch	Name	Description	(\$000)	Exp	2018			FTEs
					Rev	Net		
Office of the City Clerk	Election & Census	To fully fund election/census program. The previous approach was to partially fund the program and manage the difference through the Financial Stabilization Reserve. This approach has been problematic and challenging to present in proposed budgets and year end financial reports.	Annualization	-	-	-	-	
			New Budget	(1,838)	(1,600)	(238)	-	
			Total	(1,838)	(1,600)	(238)	-	
Combative Sports Commission	2017-18 Interim Operating Funding Support	Interim funding from 2017 thru 2018 provides funding for one Admin FTE to support Council's Commission, policy development, industry regulation, technical event mgmt, financial accountability, and contestant results recording. It will also allow Administration to provide strategic planning, industry growth and pursue the creation of a provincial combative sports commission in Alberta. 2017 expenditures of \$95,000 will be funded by Financial Stabilization Reserve.	Annualization	-	-	-	-	
			New Budget	(95)	(95)	0	-	
			Total	(95)	(95)	0	-	
Heritage Council	Increase to Core Funding	Increase to Edmonton Heritage Council's core operating grant due to staffing growth and expertise, office costs and increased levels of service to the community since being founded in 2009.	Annualization	-	-	-	-	
			New Budget	34	-	34	-	
			Total	34	-	34	-	
City Planning	Regional Planning - Annexation Project	Related to annexation of land in Leduc County and the Town of Beaumont. The existing approved 2017 budget is \$708,000 related to annexation. Additional funding of \$1,049,354 is required to support this request in 2017, resulting in a total 2017 budget of \$1,757,354. This request stems from Council motion made on June 28, 2016 related to the in-private report Annexation Update CR_3691. 2017 expenditures of \$1.049 Million will be funded by the Financial Stabilization Reserve.	Annualization	-	-	-	-	
			New Budget	(1,049)	(1,049)	-	-	
			Total	(1,049)	(1,049)	-	-	
Development Services	Customer Services & Operations- Increased Service Volumes	The Current Planning Branch recommends a total of 44 positions (12.0 in 2016, 15.0 in 2017, 17.0 in 2018). The positions will provide the Branch flexibility to support safety codes, customer service, planning, development and development coordination to accommodate increased service demands and to support other areas of The City that provide technical support. Approved reduction to FTEs.	Annualization	711	711	(0)	-	
			New Budget	820	820	0	8.5	
			Total	1,531	1,531	(0)	8.5	
Real Estate & Housing	Building and Land Management	FTEs are required for improved property management services and to implement new technology for enhanced suburban site integration. Outcomes are new revenue opportunities, cost efficiencies and property management best practices. Implications of not funding include a higher risk profile, such as legal and audit risk, and the inability to meet existing project and service requirements.	Annualization	-	-	-	-	
			New Budget	15	25	(10)	-	
			Total	15	25	(10)	-	
Real Estate & Housing	Edm Research Park - City Admin	Provide professional leasing, property management, and facilities maintenance support for the Edmonton Research Park, under the new business model recommended for adoption. The FTEs and resources required will ensure that the vision for the Edmonton Research Park is achieved.	Annualization	-	-	-	-	
			New Budget	23	-	23	-	
			Total	23	-	23	-	
		Total Growth on Existing Services		421	(1,181)	1,603	6.5	

Summary of Previously Approved Growth/New or Enhanced Service Packages

Branch	Name	Description	(\$000)	Exp	2018		FTEs
					Rev	Net	
Community & Recreation Facilities	Interim Funding for Festivals and Events	This service package is intended to provide financial support to assist with the civic service costs charged to festivals and events. The funding is anticipated to provide coverage, of up to 50% of mandatory civic service costs, to eligible organizations. 2017 expenditures of \$240,000 and 2018 expenditures of \$36,000 will be funded by the Financial Stabilization Reserve.	Annualization	-	-	-	-
			New Budget	36	36	-	-
			Total	36	36	-	-
Community & Recreation Facilities	Edmonton Ski Club	To provide financial support giving Edmonton Ski Club stable funding and the ability to continue serving city residents. 2017 expenditures of \$217,000 and an additional \$25,000 in 2018 will be funded by the Financial Stabilization Reserve.	Annualization	-	-	-	-
			New Budget	25	25	-	-
			Total	25	25	-	-
Community & Recreation Facilities	Track Town Canada	The IAAF World Junior (U20) Championships is an international athletics event is anticipated to bring over 1,650 athletes and 800 coaches and support staff representing 170 countries. The requested funding will be for up to \$250,000 and will cover the cost of the bid and associated research, technical support, communications materials and travel to Monaco for the presentation. 2017 expenditures of \$250,000 will be funded by the Financial Stabilization Reserve.	Annualization	-	-	-	-
			New Budget	(250)	(250)	-	-
			Total	(250)	(250)	-	-
Community Inclusion & Investment	Body Rub Centres - Implementation	The service package will assess the impact of body rub centres, and their locations. Through coordination between Community Services, Edmonton Police Services and Sustainable Development, an integrated approach will be advanced to ensure the safety and well being of individuals in the Body Rub industry and to increase the awareness of options available to those considering existing the industry.	Annualization	-	-	-	-
			New Budget	7	-	7	-
			Total	7	-	7	-
Community Inclusion & Investment	2016-2018 Council Initiatives	This service package is providing funding for Council Initiative projects which include: the Clareview Multicultural Centre operational support, the Enterprise Square Galleries visual art gallery development and showcase of the U of A's museum collection, Senior Centre operations support for Northeast and Millwoods senior centres, a Winter City Conference and advancing the Youth Council Agenda.	Annualization	-	-	-	-
			New Budget	(200)	-	(200)	-
			Total	(200)	-	(200)	-
Community Inclusion & Investment	The Aboriginal Partnership Initiative	This service package is to advance The Aboriginal Initiative and many projects and initiatives that build positive relationships with Aboriginals. These projects include: Urban Aboriginal Strategy framework development, Aboriginal Accord renewal, Enhanced indigenous youth programs and engagement, Development of Kihciy Askiy, Explore continuing the work of the Truth and Reconciliation Commission	Annualization	-	-	-	-
			New Budget	130	-	130	-
			Total	130	-	130	-
Community Standards and Neighbourhoods	Infill Construction Compliance Team: Development Compliance	An integrated Infill Compliance Team to mitigate and resolve construction issues in mature neighborhoods; identifies problem properties and builders, develops a monitoring and regulatory program, addresses violations and applies enforcement actions. Proactively inspects infill development sites; provides education and awareness; collaborates with other regulatory agencies.	Annualization	-	-	-	-
			New Budget	11	-	11	-
			Total	11	-	11	-
Community Standards and Neighbourhoods	Problem Properties Task Force	This service package supports communities through the formalization of the Problem Properties Task Force to mitigate and resolve issues with problem property landlords and/or tenant(s). This coordinated and multi-disciplinary approach will identify properties causing significant detriment to the surrounding community. Funding for position can be offset by revenues. There is no net tax levy impact.	Annualization	-	-	-	-
			New Budget	3	3	0	-
			Total	3	3	0	-
Edmonton Transit	Low Income Transit Pass - Aligned with Council Motion (OP 61)	This package supports the administration of a low income transit pass program, including funding for: -software application upgrades -facility upgrades (point of sales) -staff for application processing (5 positions) -staff for counter sales (8 positions) -staff for online sales (1 position)	Annualization	-	-	-	-
			New Budget	512	(1,488)	2,000	3.4
			Total	512	(1,488)	2,000	3.4

Summary of Previously Approved Growth/New or Enhanced Service Packages

Branch	Name	Description	(\$000)	Exp	2018			FTEs
					Rev	Net		
Parks and Roads Services	Public Engagement and Education	Funding will support various Transportation public engagement and public education road safety campaigns that support The Way We Move goals and objections, in order to change road user behavior, reduce collisions, and encourage multimodal sustainable travel options. No impact on tax levy as is it funded by Traffic Safety and Automated Enforcement Reserve.	Annualization	-	-	-	-	
			New Budget	115	115	0	1.0	
			Total	115	115	0	1.0	
Office of the City Auditor	Office of the City Auditor Additional FTE Resources	This service package is for two additional Audit Coordinator FTEs to assist with conducting internal audits for the City of Edmonton due to increase in demand from emerging issues.	Annualization	-	-	-	-	
			New Budget	1	-	1	-	
			Total	1	-	1	-	
Intergovernmental & External Affairs	Red Bull Crashed Ice 2018	Red Bull Crashed Ice was held in Edmonton for the first time in March 2015. The event was successful on two fronts - economic impact (\$20.6 million) and reputational/profile for the city (200 million media impressions, 1600 media stories and delayed broadcast to over 100 million viewers).	Annualization	-	-	-	-	
			New Budget	550	-	550	-	
			Total	550	-	550	-	
Arts Council	EAC Operations	The Edmonton Arts Council has experienced growth in personnel to fully deliver service to the City of Edmonton. Our last increase to our operations from City Council was in 2011 (\$300,000). The EAC now has 22 employees, double the number from 2010. In addition, the EAC is due for a technology review and upgrade.	Annualization	-	-	-	-	
			New Budget	120	-	120	-	
			Total	120	-	120	-	
Public Libraries	Alternative Service Delivery Model - eplGO Service Point (Storefront Model - South)	Implementation of eplGO store front library locations (small footprint rental spaces - max 3,000 sq. ft.) in growing areas of the City provides an interim solution in meeting the demands of customers in neighbourhoods without easy access to a physical library. The funding request includes one-time fit-up costs for a leased facility, staffing (3.3 FTEs) and operating costs implemented in 2017.	Annualization	-	-	-	-	
			New Budget	(60)	-	(60)	3.3	
			Total	(60)	-	(60)	3.3	
Public Libraries	Welcome Baby Program	The Welcome Baby program puts early literacy programs into the hands of newborns and their parents through public health clinics as part of the two month immunization. This program was intended to be funded from donations and sponsorships until 2018, at which time EPL would request additional City funding to provide sustained on-going funding for this initiative.	Annualization	-	-	-	-	
			New Budget	301	-	301	-	
			Total	301	-	301	-	
City Planning	Community Traffic Management	Community traffic management addresses neighbourhood shortcutting, excessive traffic volumes and speeds. The process to develop a community traffic management plan is community-driven and collaborative, and focuses on extensive public engagement in all aspects of plan development, trial implementation and ultimately the implementation of permanent measures. Outcomes support The Way We Move. No impact on tax levy as is it funded by Traffic Safety and Automated Enforcement Reserve.	Annualization	-	-	-	-	
			New Budget	20	20	-	-	
			Total	20	20	-	-	
City Planning	Rehabilitation of Molson Brewery	The Molson Brewery (Edmonton Brewing & Malting Building) is on the Inventory of Historic Resources. Estimated rehabilitation costs are \$8.35 million. The owner has requested 50% of rehabilitation costs, which would fully subscribe the Heritage Reserve until 2019. Rehabilitation will preserve the site, revitalize the Brewery District and achieve designation as a Municipal Historic Resource.	Annualization	-	-	-	-	
			New Budget	800	-	800	-	
			Total	800	-	800	-	
City Planning	River Crossing	On June 30, 2015, Executive Committee directed Administration to create a service package to develop a business case for River Crossing, which explores options for creating a landmark destination precinct in the river valley. River Crossing includes integration of initiatives such as West Rosedale Urban Design Plan, Walterdale Bridge, Touch the Water promenade, and Rosedale Generating Station.	Annualization	-	-	-	-	
			New Budget	(125)	-	(125)	-	
			Total	(125)	-	(125)	-	

Summary of Previously Approved Growth/New or Enhanced Service Packages

Branch	Name	Description	(\$000)	Exp	2018		FTEs
					Rev	Net	
City Planning	Southwest Ribbon of Green	On June 30, 2015, Executive Committee directed Administration to create a service package to develop a vision for the remaining Southwest Priority 3 areas, including Woodbend Natural Areas and Oleskiw lands. Adjacent neighbourhoods are proceeding with planning and development and a master plan is required to address impact compatible land uses, public access and infrastructure requirements.	Annualization	-	-	-	-
			New Budget	(50)	-	(50)	-
			Total	(50)	-	(50)	-
City Planning	Stewarding Great Neighbourhoods	This package enables the 4 citizen-facing departments to centralize neighbourhood-scale intelligence for mature neighbourhoods, improving coordination and enabling cost savings and numerous efficiencies.	Annualization	-	-	-	-
			New Budget	7	-	7	-
			Total	7	-	7	-
Development Services	Mature Community Development Team	Current Planning recommends five (5) positions to address regulatory, communication, and relationship issues specific to mature neighbourhood developments. The team will liaise with existing areas to recommend policy or process changes (including fee changes, incentives or penalties) and improve education, development standards and communication between stakeholders.	Annualization	-	-	-	-
			New Budget	19	19	0	-
			Total	19	19	0	-
Economic & Environmental Sustainability	Corporate Environmental Targets	This service package includes 6 initiatives from 4 branches including: Climate Adaptation Strategy, Energy Conservation and Efficiency Initiatives in City Facilities, Envisio Expansion, LRT-ETS Environmental Programs and Plans, Purchase of Green Power for City Operations. Not funding impairs ability to meet corporate targets, The Way We Green objectives and advance The Way Ahead Implementation Plan.	Annualization	-	-	-	-
			New Budget	750	-	750	4.0
			Total	750	-	750	4.0
Economic & Environmental Sustainability	Edmonton Screen Industries office	This funding for 2017 & 2018 will fund the establishment and operation of the Edmonton Screen Industries Office which supports the local screen industries in becoming competitive and innovative in the international market place. The Office will promote and market this industry to attract investment to help create work opportunities and employment stability in the screen industries community. 2017 expenditures of \$530,000 will be funded by the Financial Stabilization Reserve.	Annualization	-	-	-	-
			New Budget	(530)	(530)	-	-
			Total	(530)	(530)	-	-
Economic & Environmental Sustainability	Implementing Edmonton's Community Energy Transition Strategy	Endorsed by Council on April 29, 2015, this strategy will transform Edmonton into an energy sustainable city. By 2035, the strategy will deliver \$2.5 billion in private savings through investments in clean energy, energy conservation and efficiency. Not funding this service package will impact corporate targets and discontinue this initiative, part of The Way Ahead Implementation Plan.	Annualization	-	-	-	-
			New Budget	(97)	-	(97)	-
			Total	(97)	-	(97)	-
Economic & Environmental Sustainability	Industrial Action Plan Implementation	To enable the delivery and progress of key actions for non-residential growth including the Edmonton Energy and Technology Park (the EETP) as identified in the City of Edmonton's Industrial Investment Action Plan presented to the City Council on June 21, 2016 (CR_3091). 2017 expenditures of \$551,000 will be funded by the Financial Stabilization Reserve.	Annualization	-	-	-	-
			New Budget	(551)	(551)	(0)	-
			Total	(551)	(551)	(0)	-
Real Estate & Housing	Ec Sustainability - Main Street and BRZ Image and Reputation Initiative	New funding will ensure that Edmonton's destination commercial-oriented streets (Whyte Avenue and 124 St) are effectively maintained to a standard that upholds the reputation of Edmonton. Additional funding will extend support to BRZs not supported by the Main Street Image and Reputation Initiative or the Great Neighbourhoods Initiative, to ensure equitable support across all of the City's BRZs.	Annualization	-	-	-	-
			New Budget	250	-	250	-
			Total	250	-	250	-
Real Estate & Housing	Community Development Corporation - Land	The establishment of a Community Development Corporation (CDC) is a flagship action of the EndPovertyEdmonton Road Map. This funding request of \$5.9 Million will provide the land to support the Edmonton CDC, funding by the Financial Stabilization Reserve.	Annualization	-	-	-	-
			New Budget	(5,900)	(5,900)	-	-
			Total	(5,900)	(5,900)	-	-
		Total New or Enhanced Service		(4,106)	(8,501)	4,395	11.7
		Total Growth/New or Enhanced Service Packages		(3,685)	(9,682)	5,997	18.2
		Approved reduction of FTEs		-	-	-	(8.5)
		Revised Total Growth/New or Enhanced Service Packages		(3,685)	(9,682)	5,997	9.7

2018 Funded Service Package Summary

Service Packages	(\$000)	2018 Net Req	2019 Net Req	2020 Net Req
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Citizen Services - Community & Recreation Facilities

Festival Relocation

Due to various Churchill Square construction projects between September 2017 to April 2019, The Works Festival, the Street Performers Festival and Taste of Edmonton must relocate to other sites if they intend to be held in 2018. This service package will cover off direct incremental operating costs including equipment, utilities, facility rental fees, temporary infrastructure and additional staff.

Annualization	-	-	-
New Budget	373	(373)	-
Total	373	(373)	-
FTEs	-	-	-

Citizen Services - Community Inclusion & Investment

2018 United Nations SAFE CITIES Global Forum

The United Nations Safe Cities & Safe Public Spaces program supports approaches to the prevention of, and response to, sexual violence in cities around the world. The City was offered the opportunity to host the 2018 United Nations Women Global Forum on Safe Cities and Safe Public Spaces. The forum will position Edmonton as a leader in the area of gender issues.

Annualization	-	-	-
New Budget	400	(400)	-
Total	400	(400)	-
FTEs	-	-	-

Africa Centre Increase to Operating Grant

The Africa Centre aims to reduce barriers to participation by offering subsidized, zero cost programming. The service package covers \$167,500 (ongoing) for a facility coordinator and a Community Engagement Coordinator; \$70,000 (ongoing) for lost rental revenue from the relocation to St. Francis Centre; and \$90,500 (one-time in 2018) for a fund development position.

Annualization	-	-	-
New Budget	328	(91)	-
Total	328	(91)	-
FTEs	-	-	-

Meals on Wheels

Meals on Wheels provides home-delivered meal and food services to promote health, well-being and independence for clients in and around Edmonton. This service package will support the increase in staffing levels, introduction of new programs, and increased operating cost associated with the volunteer program, higher food costs, and subsidized hot meals fees for low-income clients.

Annualization	-	-	-
New Budget	250	(250)	-
Total	250	(250)	-
FTEs	-	-	-

Winter Festivals

This service package will provide \$200,000 in one-time support in 2018 to Edmonton's four largest outdoor winter festivals: Deep Freeze Byzantine, Ice on Whyte, Flying Canoe Volant, and Silver Skate.

Annualization	-	-	-
New Budget	200	-	-
Total	200	-	-
FTEs	-	-	-

Citizen Services - Community Standards and Neighbourhoods

Abundant Communities Edmonton

The objective of Abundant Communities Edmonton is to advance the well being of Edmonton Neighbourhoods by supporting communities to build a closer connection among neighbours. This service package supports 3.5 FTEs and provides funding to coordinate neighbourhood program development, monitoring and overarching program support.

Annualization	-	-	-
New Budget	470	-	-
Total	470	-	-
FTEs	3.5	-	-

2018 Funded Service Package Summary

Service Packages	(\$000)	2018 Net Req	2019 Net Req	2020 Net Req
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City Operations - Edmonton Transit

Bus Network Redesign

This project will redesign the bus network based on the conceptual Primary Transit Network in the Transit Strategy. It will refine this network through technical analysis and extensive public engagement in neighbourhoods city-wide. The resulting new network and new Transit Service Standards Policy will be rolled out in 2020 as per Council direction and pending Council approval.

Annualization	-	-	-
New Budget	1,780	(1,780)	-
Total	1,780	(1,780)	-
FTEs	7.0	(7.0)	-

Interim Funding for Transit Services to EIA (Jan-Apr 2018)

This service package will provide interim funding of \$143K to provide transit service to the Edmonton International Airport (leaving from Century Park Transit Centre) through April 30, 2018. The budget requirement accounts for the conclusion of the \$500K partner subsidy agreement and the revenue impacts of implementing an adjusted fare structure on February 1, 2018.

Annualization	-	-	-
New Budget	143	(143)	-
Total	143	(143)	-
FTEs	-	-	-

City Operations - Parks and Roads Services

Turf Maintenance Enhancements

This package offers seven service delivery improvement options to enhance turf maintenance and reduce the proliferation of broad leaf weeds and dandelions on municipal land in the City. It focuses mainly on District Parks and sports fields.

Annualization	-	-	-
New Budget	3,000	-	-
Total	3,000	-	-
FTEs	17.8	-	-

Communications & Engagement - Engagement

Health City Initiative

Health City is a bold economic development initiative, aimed at capitalizing on Edmonton's health innovation and industry assets, integrating them under a single united vision. This initiative will advance the Health City 10-year strategy, positioning Edmonton as the most fertile city to engage in health innovation and build health industries.

Annualization	-	-	-
New Budget	985	-	-
Total	985	-	-
FTEs	4.0	-	-

2018 Funded Service Package Summary

Service Packages	(\$000)	2018 Net Req	2019 Net Req	2020 Net Req
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Regional & Economic Development - Economic & Environmental Sustainability

Airport Accord

This service package is required to support the work on the Airport Accord as approved by the City of Edmonton, Leduc County, City of Leduc and Edmonton Regional Airports Authority on June 30, 2017

Annualization	-	-	-
New Budget	564	(564)	-
Total	564	(564)	-
FTEs	-	-	-

Chinatown Implementation

This service package is required to continue the work of the Interim Advisor for the implementation of the Chinatown Strategy, as approved by the Executive Committee on June 20, 2017. The requested budget ask is for the FTE personnel as well as budget for supporting marketing and animation activities (\$25K).

Annualization	-	-	-
New Budget	175	(175)	-
Total	175	(175)	-
FTEs	1.0	(1.0)	-

Continuation of Development Incentive Program

One-time funding will support continuation of the Development Incentive Program - a tool to support economic development in priority areas including Business Improvement Areas and Council supported initiatives. Grants incentivize private sector investment in interior renovations for chronically vacant commercial space, new mixed use and residential development, and new commercial buildings.

Annualization	-	-	-
New Budget	750	(750)	-
Total	750	(750)	-
FTEs	-	-	-

District Energy System in Edmonton's Downtown

This service package is required to continue the next phase of work needed to get the District Energy System in Edmonton's Downtown to a shovel ready stage. The \$1.6Million is the City's contributions and there will be contributions from other parties: Enmax & Epcor.

Annualization	-	-	-
New Budget	1,600	(1,600)	-
Total	1,600	(1,600)	-
FTEs	-	-	-

Urban Form and Corporate Strategic Development - City Planning

Renewal and Integration of the Municipal Development Plan and Transportation Master Plan

This project will renew the strategic goals, objectives and policies in the Municipal Development Plan and the Transportation Master Plan, and integrate the two documents into one unified plan. The plan will be informed by a balanced consideration of public input and evidence based analysis. These directional plans are essential to informing decisions on capital investment and private development.

Annualization	-	-	-
New Budget	1,195	(1,195)	-
Total	1,195	(1,195)	-
FTEs	6.0	(6.0)	-

Total	12,212	(7,320)	-
FTEs	39.3	(14.0)	-

Branch - Community & Recreation Facilities

Program - Civic Events and Partnerships
Title - Festival Relocation

New or Enhanced Service
Funded
One Time

Results to be Achieved

The Works Art & Design Festival (The Works), Edmonton International Street Performers Festival (Street Performers) and Taste of Edmonton are annual, multi-day festivals that have taken place on Churchill Square for over 30 years. Due to various construction projects that will impact Churchill Square between September 2017 to April 2019, these festivals must relocate to other sites within the city if they intend to be held in 2018. This service package will provide support to these festivals to relocate to other sites so that they can continue to be held. The service package aligns with the Corporate Outcome "Edmontonians are connected to the city in which they live, work and play."

Description

The Works festival's interim location for 2018 is the Alberta Legislature's Capital Plaza and its adjoining roadways, with an estimated \$110,000 required to support the Works interim relocation. The Street Performers festival's interim location for 2018 is Dr. Wilbert McIntyre Park and its adjoining roadways, with an estimated \$90,000 required to support the Street Performers interim relocation. The Taste of Edmonton festival's interim location for 2018 is the Alberta Legislature's Capital Plaza and its adjoining roadways, with an estimated \$172,500 required to support the Taste of Edmonton interim relocation. This service package will cover off direct incremental operating costs that will be incurred as a result of the relocation including, equipment, utilities, facility rental fees, temporary infrastructure and additional staff to plan and deliver these festivals in new locations.

Justification

The Works, Street Performers and Taste of Edmonton festivals provide opportunities for people to experience Edmonton's social and cultural vibrancy. In addition, the organizations responsible for these festivals rely on the revenue generated from these festivals to ensure fiscal viability throughout the year. If funding is not provided, festival organizers may find it difficult to relocate off the square due to cost constraints and therefore may need to reassess the festivals parameters or their short term viability.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$373	-	373	-
Total	-	-	-	-	-	-	-	-	\$373	-	373	-

Branch - Community Inclusion & Investment

**Program - Business Strategies and
Community Initiatives**
Title - Winter Festivals

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

This service package will provide \$200,000 in one-time support in 2018, in the amount of \$50,000 for each of Edmonton's four largest outdoor winter festivals: Deep Freeze Byzantine, Ice on Whyte, Flying Canoe Volant, and Silver Skate. The four festival producers share common objectives to serve citizens in the winter months by providing a suite of festivals in January and February, thereby enhancing our winter culture and supporting our winter economy. They are an important contributor to a high quality of life in our city in winter, advancing the City's Corporate Outcome: "Edmontonians are connected to the city in which they live, work and play." The WinterCity Strategy's goal 5 is to "increase the capacity and sustainability of Edmonton's winter festivals".

Description

Winter festivals increase Edmonton's profile as a leading winter city and encourage Edmontonians to get outside and enjoy all that our winter has to offer. The proposed allocation for the \$200,000 request is \$50,000 per festival. These festivals each have similar base expenditures regardless of attendance or type of festival, including equipment rental cost (winter-grade tents, heating, lighting, etc.) and some snow and ice control and/or production. The winter festival producers assert that costs are significantly higher than those of summer festivals due to issues with snow and ice, different tents needed, as well as heating and lighting requirements. In addition, the festivals are reliant on grant funding from orders of government and on sponsorship as a major source of funding (e.g. 60% of the Silver Skate Festival's budget is attributed to sponsorship).

Justification

As a result of the economic downturn, these festivals have lost sponsorship dollars and are struggling to maintain the high standard of programming for which they have become known. Attendance at festivals has been growing (e.g. attendance at Deep Freeze Festival has increased from 2,000 attendees to 42,000 over ten years, and Silver Skate Festival's attendance has increased from 5,000 in 2008 to 105,000 in 2017) while some sources of revenue have been shrinking (e.g. Deep Freeze Festival donations dropped from \$7,000 in 2016 to \$800 in 2017). The organizations responsible for these festivals require additional one-time funding support to maintain programming and activities for the benefit of Edmontonians. Without one-time funding, festival organizers will have to consider other options including scaling back for 2018. Investing in these festivals will help to maintain their existing capacity and support their sustainability. Festival organizers anticipate that if the economy enters a growth period, sponsorship revenue sources, as well as donations, may return to stable levels for 2019.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$200	-	200	-
Total	-	-	-	-	-	-	-	-	\$200	-	200	-

Branch - Community Inclusion & Investment

Program - Community Investment
Title - Meals on Wheels

New or Enhanced Service
Funded
One Time

Results to be Achieved

This service package will support the increase in staffing levels, expansion of community engagement activities and increased cost associated with (i) recruitment of additional volunteers through social media campaigns, (ii) additional demand for service, (iii) expansion of the delivery area outside of the Anthony Henday Drive and the delivery times to include weekends, and (iv) higher food costs. The service package aligns with the Corporate Outcome "Edmonton is a vibrant, connected, engaged and welcoming city".

Description

Meals on Wheels is a not-for-profit organization that provides home-delivered nutritious meal and food services to promote health, well-being and independence for their clients in and around Edmonton. Services and programs provided address the needs of citizens who are homebound or isolated and who can no longer cook, grocery shop, or access the food bank. Hot and cold lunches are also offered to community groups, seniors centres, school hot lunch programs and disabled adults. The organization also offers frozen meals, catering, nutrition and cooking workshops.

Meals on Wheels runs mainly on a number of dedicated volunteers and a few staff members. In recent months, Meals on Wheels have expanded its delivery area and volunteer base to provide food delivery and shelving grocery services to their clients during evenings and/or weekends.

Justification

Between 2012 and 2016, the production of meals for Edmonton Meals on Wheels has increased 120%, clients have increased 36%, and the volunteer team has grown 56%. During this same period, the organization has introduced new volunteer-based grocery shopping, a delivery and shelving program, evening delivery by young adults, therapeutic diets free food bank hamper delivery, offered a subsidy for the lowest income clients and expanded service outside of the Anthony Henday Drive. Lastly, the organization has increased communication, community engagement and fund development activities.

If the funding is not provided, Meals on Wheels will be limited in their efforts to improve food security for vulnerable Edmontonians, to proactively engage the community through volunteering opportunities, and to tackle social issues including isolation, loneliness, poverty and food insecurity.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$250	-	250	-
Total	-	-	-	-	-	-	-	-	\$250	-	250	-

Branch - Community Inclusion & Investment

Program - Family and Community Support
Title - 2018 United Nations SAFE CITIES Global Forum

New or Enhanced Service
Funded
One Time

Results to be Achieved

This service package will provide support to host the 2018 United Nations Women Global Forum on Safe Cities and Safe Public Spaces. This is an opportunity to advance the City's goals in relation to community safety, equity and health. The service package aligns with the Corporate Outcome "Edmonton is a safe city" and will build on the city's image and reputation internationally.

Description

The United Nations Safe Cities & Safe Public Spaces is a global flagship program of United Nations Women. The program supports comprehensive approaches to the prevention of, and response to, sexual violence in cities around the world. It is focused on the unique role that cities play in violence prevention and the ways city programs, services, and planning can contribute to the creation of safe public spaces. Member cities retain autonomy over the scoping, design and implementation of Safe City strategies in their local area. The 2018 forum will be an international stage to showcase many of the City's focused efforts on gender-based violence prevention and gender equity. Based on attendance at prior forums, it is expected to attract 300 delegates from the 25 member cities. This one-time service package will cover costs associated with the venue, transportation, security, equipment, communications, language translation, and programming.

Justification

Hosting this international forum would advance several objectives of the Gender-based Violence and Sexual Assault Prevention Council Initiative including (i) understanding and awareness of sexual violence in Edmonton and partnership capacity to work towards primary prevention and (ii) enhanced support for, and collaboration with, initiatives that strengthen a multi-disciplinary coordinated community response to prevention. Hosting the forum in Edmonton also creates an opportunity to bring a local perspective to United Nations Women's policies and priorities, shaping approaches to gender equity on a global scale. The forum will position Edmonton as a leader in the area of gender issues, specifically equity and safety for women, girls and those that identify as female. This would also be the first forum held in the global north. If the funding is not provided, the event would not occur in Edmonton and likely have a significant impact on the United Nations Women Safe City and Safe Public Spaces Program ability to deliver and implement the 2018 Global Forum.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$400	-	400	-
Total	-	-	-	-	-	-	-	-	\$400	-	400	-

Branch - Edmonton Transit

Program - Bus and LRT
Title - Bus Network Redesign

New or Enhanced Service
Funded
One Time

Results to be Achieved

A new bus network will modernize transit service delivery based on the Guiding Principles of the Transit Strategy. These principles were directly informed by Edmontonians priorities for transit service delivery gathered through extensive public engagement. Building a transit system that is shaped by what Edmontonians want will encourage more people to choose transit and improve customer satisfaction. The end result will be a transit system that contributes to our city-building vision.

Measures (M) and outcomes (O) for this initiative are:

M - Avg travel time between key origin and destinations for each service type; O - Transit travel times are reliable
M - Customer satisfaction with frequency on the Primary Transit Network; O - Transit provides frequent service on main corridors

Description

This initiative will refine the Primary Transit Network and complete the full network of local routes. It will be designed with extensive input from Edmontonians in neighbourhoods throughout the City and with further technical analysis. The new bus network will be presented to Council along with a new Transit Service Policy and associated standards. The new network will be rolled out in 2020 as per Council direction and pending approval of the policy. Total cost for this initiative is (3.992M); 2018 (1.780M)

Temporary staff requirements - Total Cost (1.744M); Cost 2018 (0.809M)

Project Manager (Oct 2017--Jun 2020)

Planning Tech (Oct 2017--Dec 2018)

Scheduler x 2 (Dec 2017--Dec 2019)

Communications Advisor (Jan 2018--Dec 2023)

Communications Coordinator (Jan 2018--Dec 2023)

Public Engagement Coordinator (Jan 2018--Nov 2018)

External Consulting:

Technical support for Transit Planner and Scheduler - Total Cost (0.456M); 2018 (0.374M)

Engagement -Total Cost (0.708M); 2018 (0.359M)

Communications support for Network Planning and Engagement - Total Cost (0.163M); 2018 (0.163M)

Communications support rollout & engagement logistics - Total Cost (0.890M); 2018 (0.075M)

Justification

The Transit Strategy includes a conceptual Primary Transit Network and examples of some local routes. This major transit planning initiative to redesign the bus network is one of the priority actions to come out of the Transit Strategy approved by City Council in July 2017. Upon approval, Council made a motion that Administration prepare a service package for redesign of the bus network, and that the new network be rolled out city-wide in 2020. A significant public engagement effort is planned for 2018 to gather input and perspectives on network redesign options. In 2019 and beyond the initiative will focus on implementation to achieve the 2020 roll out.

Developing a new bus network is an essential next step to implement the Guiding Principles of the Transit Strategy and follow through on the public discussion on priorities and tradeoffs for transit service delivery. If a new bus network is not developed, the core policy direction of the Transit Strategy will not be implemented. A redesigned bus network will improve customer satisfaction and quality of service. This will ultimately lead to increased transit ridership.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$1,780	-	1,780	7.0
Total	-	-	-	-	-	-	-	-	\$1,780	-	1,780	7.0

Branch - Edmonton Transit

Program - Bus and LRT
Title - Interim Funding for Transit Services to EIA (Jan-Apr 2018)

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

The City of Edmonton and the Edmonton Regional Airports Authority were parties to a Transit Service Agreement providing transit service to the Edmonton International Airport (EIA), which expired on April 30, 2017. To maintain service to the airport, interim funding is being requested to maintain the existing service levels until April 30, 2018. In addition to the increased funding from the tax levy, ETS will introduce an interim fare structure for travel to the airport beginning February 1, 2018 to correspond with other adjustments to transit fares. This interim fare structure will remain in place until a long term agreement is determined by collaboration with other regional partners.

Description

This service package will provide interim funding of \$143K to provide transit service to the EIA (leaving from Century Park Transit Centre) through April 30, 2018. The budget requirement accounts for the conclusion of the \$500K partner subsidy agreement and the revenue impacts of implementing an adjusted fare structure on February 1, 2018.

On November 28 2017, Community and Public Services Committee recommended that Administration increase the passenger fares for travel on Route 747 to the EIA in 2018 for Council approval as part of the 2018 budget adjustment. The proposed fare structure is as follows \$10.00 fare from anywhere on the ETS system or 4 ETS Bus Tickets, or

- An ETS monthly pass plus \$7.50 paid upon boarding Route 747
- An ETS transfer plus \$7.50 paid upon boarding the Route 747
- An ETS transfer plus three ETS Bus Tickets
- An EIA monthly pass to be accepted for travel between Century Park and EIA; the cost of this pass will remain unchanged

This new fare structure is an interim solution and will be effective on February 1, 2018 to correspond with other annual ETS fare adjustments.

Justification

The City of Edmonton recognizes that public transit connectivity to the international airport supports regional collaboration, economic development and global business competitiveness. The additional funding from this service package will provide Administration with the resource requirement to maintain the current transit service to the Edmonton International Airport through April 30, 2018. The additional funding requirement recognizes the reduced partner funding due to the expiration of the Transit Service Agreement with the Edmonton Regional Airports Authority (ERAA) in April of 2017 and the projected increase in revenues from the implementation of a revised fare structure for Route 747. The new fare structure is projected to generate \$24,000 in additional revenue from the service through April 30, 2018. This will only partially replace the previous annual subsidy of \$500K. The new rates would be comparable with other jurisdictions and are still more affordable than other transportation options to the Edmonton International Airport.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	(\$333)	(476)	143	-
Total	-	-	-	-	-	-	-	-	(\$333)	(476)	143	-

Branch - Parks and Roads Services

Program - Parks Operations
Title - Turf Maintenance Enhancements

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

This service package provides seven service delivery enhancements, organized into two groups, to improve turf maintenance and reduce the proliferation of broad leaf weeds, including dandelions, on the City's turf inventory, with a focus on sports fields and district parks.

Description

This service package itemizes key options that would optimize turf management in the municipal inventory. The options presented are those that would both increase the quality of turf as well as eliminate broad leaf weeds, including dandelions, in the inventory. All options present the need for increased mowing. Mowing helps to increase turf health by encouraging grass to grow thicker and denser, and it puts pressure on broad leaf weeds in terms of their reproductive capabilities.

The first group of options considers increasing the usage of non conventional herbicides in conjunction with several additional actions that increase the quality of existing turf. The options in the first group offer significant enhancements including capital installation of irrigation on high-use sports fields:

The second group of options does not increase the usage of non conventional herbicides but adds several additional plant health care practices that increase the quality of existing turf:

Details for each option are included within the Community and Public Services Committee Report CR_4973 Turf Maintenance and Proliferation of Dandelions - Options and Costs, 6.3

Justification

Administration recommends adopting a more proactive approach to weed control and plant health care practices in order to improve the City's turf quality. Increasing service levels would significantly improve usability of open spaces and increase citizen satisfaction. Adding irrigation systems to bring another 43 high-use fields up to premier service levels would increase the playability of Edmonton fields and provide greater access to high quality sports fields for all user groups.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$3,000	-	3,000	17.8
Total	-	-	-	-	-	-	-	-	\$3,000	-	3,000	17.8

Branch - Engagement

Program - Public Engagement
Title - Health City Initiative

New or Enhanced Service
Funded
Ongoing

Results to be Achieved

To advance the Health City 10-year strategy, positioning Edmonton as the most fertile city to engage in health innovation and build health industries. Since 2016, significant alignment and momentum has emerged among key stakeholders across Edmonton's health innovation ecosystem; marked by a collective vision and common goals emerging from the public, private, not-for-profit and philanthropic sectors. This has culminated in the 10-year strategy. Four objectives have been set: (1) creation of a sustained leadership vehicle to enable the initiative and drive strategic priorities, (2) rapid growth and retention of local health innovation companies, (3) measurable growth within this advanced sector of Edmonton's economy, and (4) health innovation is a defined aspect of Edmonton's brand.

Description

Cornerstone Action: Enable the governance charter and leadership vehicle in order to begin implementation of the 10-year Health City Strategy, including: (1) Hire staff including: CEO, Analyst, Research & Writer, Marketing & Communications Officer and Administrative Assistant, (2) Launch new board and standing committees, (3) Begin implementation of first 3-year business plan arising out of the 10-year Health City strategy, (4) Undertake key actions such as deal navigation, company attraction from away, innovation and industry retention of current individuals and companies, and support talent development, (5) Act as a convenor of key stakeholders to leverage assets, capitalize on opportunities and define common objectives across the ecosystem, (6) Grow the Health City brand within Edmonton, across Canada and internationally, (7) Identify and attract funding partners to advance Health City, and (8) Engage in advocacy as required.

Justification

Health City is a bold economic development initiative aimed at capitalizing on Edmonton's health innovation and industry assets, integrating them under a single united vision. The 10-year strategy represents significant work by stakeholders across the health innovation and industry ecosystem. Over 70 individuals representing the public, private, not-for-profit and philanthropic sectors convened to develop the strategy. The work has created significant expectations with many anxious to begin implementation. Health City has already taken root in strategic documents of key stakeholders such as the University of Alberta. Stakeholders like Alberta Innovates, Alberta Economic Development and Trade, the University Hospital Foundation and Dynalife are engaging with Health City advancing the reputation and profile of the initiative. Large global and out-of-province Canadian companies are engaging Health City to become partners, and to find ways to invest in Edmonton and work with local companies. This request reflects the seriousness with which stakeholders in the ecosystem take the initiative, and the immediate and significant role Health City is expected to play in that ecosystem.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$985	-	985	4.0
Total	-	-	-	-	-	-	-	-	\$985	-	985	4.0

Branch - Economic & Environmental Sustainability

Program - Economic Sustainability
Title - Airport Accord

New or Enhanced Service
Funded
One Time

Results to be Achieved

The Airport Accord will provide significant benefits to the City of Edmonton. In collaboration with neighbouring municipalities (Leduc County and City of Leduc) and the Edmonton Regional Airports Authority, the City will enable future growth at the Edmonton International Airport and leverage it as a valuable regional, both on airport lands and surrounding lands, which makes the infrastructure more sustainable and accessible for the City. It also supports the goals of Edmonton Global.

Description

The work associated with this budget ask was requested by the Annexation Negotiation Committee and approved by Council on June 27, 2017. (CR_4911).

On June 30, 2017, the City of Edmonton, Leduc County, City of Leduc, and Edmonton Regional Airports Authority approved the Inter-Jurisdiction Cooperation Accord, also known as the Airport Accord.

The Airport Accord formalized the joint commitment to invest in the economic development of the Edmonton International Airport and surrounding lands to ensure that the potential of this area to contribute to the region's economic prosperity is fulfilled. To do this, considerable investment in the areas of regional services, transportation linkages and municipal supports will be required.

Justification

An opportunity exists to create a model of inter-jurisdictional collaboration that not only has the potential to significantly contribute to the economic prosperity of the Edmonton Metropolitan Region by optimizing the potential of the Airport and surrounding lands through coordinated land use planning, access to services, and investment in infrastructure, but also to reshape the paradigm and expectations of such collaboration and the relationships in the future.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$564	-	564	-
Total	-	-	-	-	-	-	-	-	\$564	-	564	-

Branch - Economic & Environmental Sustainability

Program - Economic Sustainability
Title - Chinatown Implementation

New or Enhanced Service
Funded
Multi-Year

Results to be Achieved

Corporate Outcomes:

Edmonton is attractive and compact

Edmonton has a globally competitive and entrepreneurial business climate

Edmontonians are connected to the city in which they live, work and play

The Way We Grow:

Policy 3.5.2, Align City revitalization initiatives, the neighbourhood renewal program and departmental community based projects in established neighbourhoods

Policy 5.1.1.6, Coordinate significant urban design projects and planning initiatives with the directions of the Great Neighbourhoods Initiative.

The Way We Prosper:

Strategic Objective 5.2, Edmonton is a model for thriving neighbourhoods and communities that embody the best of social, economic, cultural and environmental business growth and practices

Description

At the June 20, 2017, Executive Committee meeting, Administration was directed to bring forward an operational package to the 2017 Supplementary Operational Budget Adjustment discussions to continue the work of the Interim Advisor, as described in the June 20, 2017 Sustainable Development report CR_4290.

The implementation phase of the Chinatown Strategy includes returning to Council with capital profiles and business cases for several of the actions identified, for consideration along with other priorities in the 2019-2021 Capital Budget deliberations. These would include requests for the 97 Street bridge, Mary Burle Park redevelopment concept and a new location for the 102 Avenue Chinatown Gate. A feasibility assessment of the 102 Avenue Chinatown Gate is underway to accompany the structural assessment, completed by LRT Delivery in 2016. This will provide further information to evaluate re-usable materials and assess a future location.

The Chinatown Strategy will require ongoing implementation support from Administration, the Chinatown Community Economic Development Task Force and other community and business partners, and requisite budget for supporting activities.

Justification

The Chinatown Strategy requires ongoing implementation support from Administration, the Chinatown Community Economic Development Task Force and other community and business partners. Some actions can and will be initiated immediately through leveraging existing partnerships, programs, and community leadership, while others will require additional resourcing and further scoping.

Successful implementation of the actions identified in the Chinatown Strategy requires a dedicated City resource to work with the community stakeholders, partners and City departments to develop the scope and budgets for the implementation strategies, along with requisite budget for these activities. This role will support the Task Force and community leadership and serve as a liaison with City departments during the transition between the delivery of the Chinatown Strategy and implementation of the actions.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$175	-	175	1.0
Total	-	-	-	-	-	-	-	-	\$175	-	175	1.0

Branch - Economic & Environmental Sustainability

Program - Urban Renewal

Title - District Energy System in Edmonton's Downtown

**New or Enhanced Service
Funded
One Time**

Results to be Achieved

Corporate Outcomes:

The City of Edmonton has sustainable and accessible infrastructure

The Way We Green, Edmonton's Environmental Strategic Plan:

6.3 Edmonton's building stock is energy-efficient

6.8 The energy generation infrastructure that Edmonton relies upon is increasingly decentralized and distributed.

6.10 City of Edmonton operations are carbon-neutral, causing no net increase to greenhouse gas concentrations in the atmosphere.

9.2 The City of Edmonton provides strong leadership in mobilizing the community to achieve its sustainability goals and objectives.

The Way We Prosper, Edmonton's Economic Development Plan

5.1 Downtown Edmonton stands out as an economic driver for the region and a central place to live, work and gather in the city.

Description

ENMAX has been working with City administration and EPCOR to develop and implement a District Energy (DE) System in Edmonton's Downtown to deliver heat to downtown buildings with hot water from a centrally located thermal generation facility.

ENMAX has completed a Design Basis Memorandum Report that outlines the relationship and the key principles for the City of Edmonton, ENMAX and EPCOR for the DE and outlines a base scenario, predicated on some key assumptions around the Central Plant location, Thermal distribution system, minimum base load and defined franchise area for the Downtown

The next phase of work requires \$1.6 million from the City to continue and funds from other parties: Epcor and Enmax.

Work done during this phase includes:

Advancing project development cost estimates to an improved accuracy of +15%/-10%

Refining the base case scenario and projected gap

Completion of all building and regulatory permits

Completion of all commercial agreements needed for Phase I connections for the base load of 21 megawatts

Completion of all remaining agreements

Continued discussions for cost sharing and grant contributions from both the provincial and federal governments

Justification

The City understands the benefits of a community-based energy distribution system and has been monitoring DE opportunities for several decades. Building owners would save the cost of replacing and maintaining boilers, and free up top floor space in their buildings (prime real estate). A DE system in Edmonton's downtown would result in the following tangible and intangible benefits:

Phase I full build out will result in an annual reduction in greenhouse gas emissions of 10,600 tonnes (2,200 cars)

Full build out of the Franchise Area will result in an annual reduction in greenhouse gas emissions of 94,000 tonnes (19,800 cars)

Reduced environmental footprint for municipally owned and operated buildings.

\$33 - \$50 million direct capital investment for project build-out (Phases 1-4) and operation.

Increased power grid resiliency for the urban core.

Creation of an energy generation environment within municipal boundaries that promotes sustainability.

Positive sustainable image and reputation for the City and Province of Alberta.

Established leadership in environmental measures that have immediate and long term impacts.

Increased DE expertise and skills development in Edmonton.

incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$1,600	-	1,600	-
Total	-	-	-	-	-	-	-	-	\$1,600	-	1,600	-

Branch - City Planning

Program - Policy Development
Title - Renewal and Integration of the
Municipal Development Plan and
Transportation Master Plan

New or Enhanced Service
Funded
One Time

Results to be Achieved

The new integrated Municipal Development Plan and Transportation Master Plan will align Edmonton's land use and transportation planning framework with the renewed The Way Ahead. The ability to achieve Council's new Strategic Goals and Outcomes, and the associated Corporate Outcomes and targets, relies on effective planning policy that reflects Council's strategic direction. Achieving the Urban Shift requires definition of how this goal applies to building vibrant, complete and livable neighbourhoods, supporting appropriate density and diversity in the built form, providing housing range and choice, designing appropriate and accessible infrastructure, ensuring protection of ecologically and culturally sensitive lands, integrating networks and establishing priorities in a growing city.

Description

This project will renew the strategic goals, objectives and policies in The Way We Grow (Municipal Development Plan or MDP) and The Way We Move (Transportation Master Plan or TMP) and integrate the two documents into one unified plan. The integration of transportation and land use policies will result in a comprehensive and resilient planning framework, enabling the City to respond to changing demands and opportunities. The new integrated plan will be informed by a balanced consideration of citizen input and evidence based analysis. A multi-phase process will be followed to set the context, establish alignment with the City Vision, develop strategic goals, develop strategic objectives and targets, define policies, draft the plan and set directions for plan implementation. The project will also include establishing the initial planning and infrastructure concepts for the annexation area, in order to incorporate this area into the plan. These two directional plans play an essential role in informing decisions on capital investment and private development.

Justification

The MDP and TMP are generally refreshed on a 10 year cycle. Since the approval of the MDP (2010) and TMP (2009), there has been significant change in city growth and the transportation system. Numerous strategic initiatives have shifted the urban landscape including the advancement of LRT planning and construction, major developments in the urban core, catalyst projects such as Blatchford, and new foundational strategies for open space, transit and infill. In addition to this changing environment, corporate priorities have also shifted as signaled by the forthcoming conclusion of The Way Ahead Renewal. The definition of new Strategic Goals and Outcomes, including the Urban Shift, indicate a need to renew our land use and transportation planning framework to align goals and targets with this direction. Planning best practice also suggests that these master plans should be updated on a ten year cycle to ensure that they continue to address local priorities and changing community needs. The approval of the new Edmonton Metropolitan Region Growth Plan will also trigger requirement to update the MDP within two years in order to establish Edmonton's alignment with the higher level plan.

Incremental	2016				2017				2018			
(\$000)	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs	Exp	Rev	Net	FTEs
Annualization	-	-	-	-	-	-	-	-	-	-	-	-
New Budget	-	-	-	-	-	-	-	-	\$1,195	-	1,195	6.0
Total	-	-	-	-	-	-	-	-	\$1,195	-	1,195	6.0

Positive Change

Recoverable Recommendations for Council

The following list provides detail on the recoverable savings some of which were made available for Council to decide how to use the funds during the Fall Supplemental Operating Budget Adjustment process. In the approved 2018 operating budget, recoverable savings in the amount of \$10.0 million were provided to Council to make decisions on. Administration has now identified the base budgets for 2018 that will be reduced to achieve the \$10.0 million savings required and generated another \$9.6 million.

#	Sponsoring Branch	Type of Improvement, Innovation or Program Review	Recoverable Recommendation Description - On-going Savings	Impact on 2018 (\$'s)	Impact on 2018 (FTE's)
1	Community & Recreation Facilities	RAMS/CLASS System Implementation Budget Reduction	Savings were identified from the RAMS system implementation budget due to an updated projection of the estimated costs of implementation.	1,000	-
2	Community Inclusion & Investment	2018 Home Supports to Edmonton Seniors	Reduction of the budget as the three-year pilot project approved in 2015 is transitioning to completion. The funding enabled the implementation of a coordinated model for connecting seniors to home supports.	226	-
3	Community Inclusion & Investment	Personnel Discounting	Increase in personnel discounting from the current 3.5% to 5.0%	239	-
4	Community Inclusion & Investment	Efficiencies within the Department	Ongoing savings anticipated through review of positive financial variances throughout the Department.	500	-
5	Community Inclusion & Investment	General Service Costs	After a review of the branch's historical performance, it is expected that a reduction in spending toward external services, consulting, professional services without impacting service levels.	250	-
6	Community Inclusion & Investment	Materials & Equipment Savings	Reduction in materials and equipment expenses through improved coordination of office supplies and photocopier use at the Edmonton Tower.	15	-
7	Community Inclusion & Investment	Personnel Adjustments	Administrative staff and other efficiencies resulting from co-locating and other branch re-alignments	146	2.0
8	Community Inclusion & Investment	Program Cost Reductions in Each Section	Each section/program within CI&I has identified efficiencies which will contribute to an overall \$120K saving within the Branch	120	-
9	Community Inclusion & Investment	Travel, Training, Catering and Car Rentals	Small reductions across several expenditure types resulting from re-alignment within the branch	44	-
10	Community Standards and Neighbourhoods	Reduction of Parking Expenditures	In the subsequent tendering and awarding of the parking contract, savings were achieved from using a service provider with no requirements for paid parking.	75	-
11	Community Standards and Neighbourhoods	Reduction of Pest Operations Building Expenditures	Reduction of transfer for the building lease managed by corporate properties as they have confirmed that these expenditures are no longer required in CSN.	110	-
12	Fire Rescue Services	Increase in Personnel Discounting	This initiative would entail increasing the personnel discounting rate for Fire Rescue Services. A historical review of the number of retirees, employees on Long Term Disability, WCB and vacancy management over the last few years has revealed that increasing the personnel discounting could significantly reduce the variance between the personnel budget funding allocation and actuals.	3,999	-
13	Fire Rescue Services	Reduction in Overtime	After a review of the branch's historical performance, it is expected that a reduction in Overtime from within the Technical Services and the Training & Logistics program areas can be achieved without impacting service levels. This is made possible in part by the implementation of recommendations from the Program and Service Review of the Fire Rescue Services Training Academy.	100	-
14	Fire Rescue Services	Reduction in Wage Premiums	After a review of the branch's historical performance, it is expected that a reduction in Acting Pay, Shift Differential and Statutory Pay from within the Fire Rescue Operations program area can be achieved without impacting service levels.	250	-
15	Integrated Strategic Development	ISD Staff Reduction	As the City modernizes and a number of institutional changes have taken place, ISD has reduced its FTE level to better align service delivery to meet the needs of citizens.	114	1.0
16	Edmonton Transit	Advertising Revenue (full value)	Evaluate all non-fare contracts to ensure budget correctly reflects complete revenue opportunity amounts.	100	-
17	Edmonton Transit	Public Transit Infrastructure Fund - Bus Facilities Renewal	Reduced power consumption for LED lighting (Transit Centres Buildings & Platforms) - Op expense reduction dependent on completion of project	75	-

#	Sponsoring Branch	Type of Improvement, Innovation or Program Review	Recoverable Recommendation Description - On-going Savings	Impact on 2018 (\$'s)	Impact on 2018 (FTE's)
18	Edmonton Transit	Public Transit Infrastructure Fund - LRT Facilities Renewal	Reduced power consumption for LED lighting (Stations and Tunnels) - Operating expense reduction dependent on completion of project (assumed 6 months in 2018)	120	-
19	Edmonton Transit	Review Transit Charter Service Program	Rationalize/eliminate bus charter service or change rates to reflect total cost of providing this non-core transit service. (need to research rates and effort). Current charter service recovers approximately \$250,000 in costs from other City departments, and recovers the remaining approximately \$150,000 from external billings. Overall, the charter service area is planned to be a full cost recovery operation, but it is subject to year-to-year variable demand.	100	-
20	Fleet & Facilities Services	Community Service Bus Replacement Plan (vendor)	Maintenance expenses for Community Service Buses will be reduced in 2018 as fleet replacement occurs.	200	-
21	Fleet & Facilities Services	Review of Vendor Maintenance Budgets	Based on a review of actual results over the past 2-3 years in Municipal Fleet Maintenance, a reduction in budgeted vendor is proposed for 2018. Weather is a significant factor in these costs.	750	-
22	Parks and Roads Services	Removal of Contributed Assets Service Package	Reduction Ongoing. Branch intends to absorb the contributed asset increase to operating expenditures from contributed projects from Others (i.e. Transportation, Drainage, Developers, Community projects) These projects are not identified specifically and the increases are based on average annual increases in inventory received.	629	5.2
23	Parks and Roads Services	Removal of CPP Impacts Service Package	Reduction Ongoing. The Branch intends to absorb the contributed asset increase to operating expenditures for the following City of Edmonton capital projects: River Valley Land Acquisition, Suburban School & Park Land Acq., Shared Park Development Program, Natural Areas Acquisition.	932	9.5
24	Parks and Roads Services	Asphalt and Concrete Repair Inventory Reduction	Reduction Ongoing. This initiative cuts funding increases that were to address servicing of increased inventory for road maintenance (not including snow and ice). This was to include asphalt & concrete repair, streetscape maintenance and adherence to street cleaning policy - C550 Street Cleaning. This initiative removes the additions to the budget that increased capacity for the Asphalt Placement and concrete repair program to enable completion of backlogs and deliver higher volume of repair work.	432	3.0
25	Parks and Roads Services	New Revenue Stream - RROW Permits	City Operations is not currently charging for permits associated with On-Street Construction and Maintenance or occupancy permits. This initiative would see the addition of new fees to On-Street Construction and Maintenance (OSCAM) and occupancy permits. The \$3,500,000 identified in increased revenue is a conservative estimate as to the potential charges for permitting under this initiative. The approval of new fees is to be confirmed by an upcoming report going to Council scheduled for July 6, 2017.	3,500	-
26	Parks and Roads Services	Snow and Ice Inventory Growth Reduction	Reduction Ongoing. Snow and Ice Control program is completing a program review and additional funding is put on hold. The funding was intended to increase the budget to address increased inventory requiring Snow and Ice Control. The new program will determine new service requirements.	978	3.0
27	Communications, Engagement, External Relations, Marketing	Personnel Discounting	A personnel discounting strategy has not yet been developed for the new Department which is reflective of the new staffing complement. The current blended rate is 0.8% which is well below average and not consistent with historical trends. An amended blended rate of 3.1% will yield ongoing budget savings of \$711k. This new blended rate is based on a 1.0% discount rate for 311 staff and a 5.5% average discount rate for all other C&E staff.	711	-
28	Corporate Procurement & Supply Services	Mail Services Review	Mail Services delivers and picks up Canada Post and inter-office mail to/from approximately 100 city offices, facilities and partner organizations. The timing of implementing change will take place in 2018. Mail Service Review will look into increasing time efficiencies, reviewing the use of contractors, implementing business improvements Mail Delivery Efficiencies - Reduce Mail Delivery Frequencies - Communication with Business Partners to reduce inefficiencies Time Efficiencies - Optimize Mail Delivery Routes - Optimize Courier Staff Time Contractors - Review the use of contractors	100	-

#	Sponsoring Branch	Type of Improvement, Innovation or Program Review	Recoverable Recommendation Description - On-going Savings	Impact on 2018 (\$'s)	Impact on 2018 (FTE's)
29	Financial Services	Efficiency in Payment Card Industry (PCI) compliance and courier utilization	PCI compliance is now an ongoing maintenance stage that requires less ongoing funding. Frequency of armoured car services was reviewed and the schedule adjusted to meet current service needs while reducing usage requirements.	120	-
30	Financial Strategies & Budget	FTE Reduction	Reduce FTEs by 1.0 Accountant for \$105,000 and \$28,000 reduction in consulting. Expect nominal impact to overall service delivery within the Branch.	133	1.0
31	Information Technology	Telecom Cost Reduction	By encouraging or requiring users to relinquish their traditional desk phone/line and use only their mobile device, the City can reduce ongoing maintenance payments or avoid future costs related to acquiring both new handsets (capital costs) and licenses to support growth of VOIP devices, while not interrupting or impeding the capabilities of these individuals. Furthermore, reduction of traditional desk phones on the VOIP solution may reduce network traffic overall for the City, thereby allowing us to delay future upgrades required on the Corporate network.	83	-
32	Information Technology	Operating Impacts of Capital	There is a \$100k increase in the 2018 approved IT budget to account for estimated operating impacts of capital. This increase is no longer required due to delays associated with certain projects such as Fleet Parts Automation and Supplier Performance Management Phase 2.	100	-
33	Information Technology	Peoplesoft Maintenance	Reduction in PeopleSoft application maintenance cost by moving the application support to a third party provider from Oracle.	350	-
34	Information Technology	Personnel Budget (Corporate IT Services)	In 2018, there will be a budget increase related to the transition of staff positions to 80 hours bi-weekly. The IT Branch will reduce budgets in a number of areas to offset a portion of the budget increase. These budget areas include external consulting, personnel, temporary staffing, and discretionary expenses such as catering, travel/training, etc.	100	-
35	Information Technology	Personnel Budget (Infrastructure)	In 2018, there will be a budget increase related to the transition of staff positions to 80 hours bi-weekly. The IT Branch will reduce budgets in a number of areas to offset a portion of the budget increase. These budget areas include external consulting, personnel, temporary staffing, and discretionary expenses such as catering, travel/training, etc.	150	-
36	LRT Delivery	LRT Governance Committee	This reduction strategy includes \$390k in consulting dollars earmarked for the Governance Committee for the Valley Line LRT Planning and Design phase. As this phase has now concluded, these dollars are no longer needed for this purpose and as such service delivery would not be impacted. The reduction is not tied to any FTEs and as such there would be no corresponding reduction/elimination of FTEs.	390	-
37	Corporate Culture Office	2% Reduction Initiative	Analysis of expected deliverables to year end as well as review of additional CMO funds, \$20 can be removed from the program budget as those costs can be addressed with other existing resources.	20	-
38	Intergovernmental Affairs	2% Reduction Initiative	The office has reviewed it's budget and \$10,000 in Staff Support and \$14,000 in Contracts will be removed.	24	-
39	Office of the City Clerk	Personnel Discounting	Adjust Personnel Budget Discount Factor. The current blended rate is 3.4%. Analysis of vacancy trends indicates that the vacancy rate can be increased to 5.0%, which will yield ongoing budget savings of \$113k. If future vacancies and attrition do not achieve the 5% target, funding will be required from other areas of the branch budget to offset the shortfall. While it is unlikely to be the case, the result could be over-budget spending.	113	-
40	Economic & Environmental Sustainability	Industrial Analytics & Forecasting 2%	To ensure the continuation in the progress made on Edmonton's Industrial Investment Action plan, Economic Investment and Development section is strengthening its existing industrial analytics to help re-prioritize and re-strategize its industrial initiatives through informed decision making. This would include the development of new tools, business analytics and forecasting. The \$50,000 reduction in industrial analytics budget (out of a total \$90,000) will lead to a delay in the development of some analytics and forecasting tools (e.g. Economic Development Prioritization Tool) as this will now be developed by internal resources instead of external contracts/services.	50	-
41	Economic & Environmental Sustainability	Responsible Hospitality Edmonton/24-7 Portfolio of work 2% reduction	There is a budget of \$35k per year to undertake a patron campaign and downtown perception survey related to late night vibrancy in entertainment areas. It is proposed that critical elements of the perception survey will be undertaken through the BIA Health Indicator work that is ongoing. Administration can work with Business Improvement Areas and the hospitality industry to co-deliver patron campaigns through partnership which would reduce cost.	35	-

#	Sponsoring Branch	Type of Improvement, Innovation or Program Review	Recoverable Recommendation Description - On-going Savings	Impact on 2018 (\$'s)	Impact on 2018 (FTE's)
42	Development Services	Personnel Discounting	\$44k savings to be realized by increasing the discount rate for ISC tax-levy funded positions. Adjusting the 2018 discount rate will better align ISC tax-levy funded positions with the remainder of the branch; both tax-levy funded and Reserve funded positions operate under the similar vacancy management strategies. It is anticipated this can be achieved with minimal impacts to service.	44	-
43	Real Estate	MA II Removal	A vacant Methods Analyst II exists in the Business Strategy and Operations (BSO) section of the branch that has not been filled, however the funding has been used to fund a temporary Methods Analyst I to support internal communications, project management, and business process improvements in the branch. Over the course of the past year, the section has undertaken projects that would require the skills and expertise of a MA II, and have instead undertaken other initiatives and work that was better suited for an MA I. Removal of this funding/FTE will result in negative impacts for the Business Strategy and Operations section to deliver on internal communication initiatives related to employee engagement. In the past however, the MA II was used to provide Corporate wide coordination of high profile projects including McDougall Church and the Contaminated Sites Management Plan. Should other projects of a similar magnitude and scope arise, an MA II would be necessary.	106	-
44	Real Estate	Utilities	Historically, actual utility costs have usually come in lower than budgeted. Over the past 5 years, actual utility costs have been lower than the budgeted amount except for in 2014 and the first quarter of 2017. This initiative proposes a reduction in consumption which is consistent with the actuals being charged (2018 budget based on increase in consumption which is not currently being realized). As well, the budget is based on an assumed number of sites to be charged for consumption, which has decreased (eg. due to divestiture of properties). The 2017 utilities budget is \$5.1 million and the 2018 budget is \$5.2 million; this reduction proposes to forego the budget increase from 2017 to 2018 (~\$100,000). The risk of this initiative is that there are a number of uncontrollable factors such as weather and changes in rates and charges that may result in higher than anticipated utility costs.	100	-
45	Real Estate	Reduction-Commissions	Historically, actual commission costs have usually come in lower than budget. However, there have been years where large land sales have taken place resulting in high commission costs. A significant amount of commissions were paid in 2012, which resulted in a large negative variance. Since 2012, the actuals for Commissions spent have been much lower than the budgeted amount each year (the average positive variance over the last 5 years was about \$220,000). The risk is that land sales can fluctuate greatly from year to year and it is difficult to predict the commission requirement. The remaining commissions budget (after this reduction as well as a portion being used to fund the RED department) would be \$256,000 which will be transferred to Land Enterprise via the Fall Supplemental Operating Budget Adjustments. If a significant sale subject to commission occurs a risk exists that a negative variance would be absorbed by Land Enterprise, thereby reducing the dividend to be paid out by Land Enterprise	200	-
46	Various	Various	Incremental savings in 2018 from prior year's reduction initiatives.	1,655	0.6
Total Recoverable Recommendations - Ongoing				19,588	25.3
#	Sponsoring Branch	Type of Improvement, Innovation or Program Review	Recoverable Recommendation Description - One-Time Savings	Impact on 2018 (\$'s)	Impact on 2018 (FTE's)
47	Fire Rescue Services	Deferral of Windermere Fires Station Pumper Unit Crew	One time saving in 2018 by deferring the hiring of the Pumper Crew for Windermere Station .	984	6.7
48	Edmonton Transit	Reduce Transit Operator Recruitment	Reduce recruitment of new transit operators in 2018' eg. LWOP reduction (with corresponding reduction in training costs). The full realization of this opportunity is subject to turnover in drivers (due to retirement, voluntary separation etc). Transit Operator turnover has been low the last few years, but might increase as the economy recovers. The operating expense savings identified equate to approx 48 fewer Transit Operators being recruited and trained in 2018.	250	-

#	Sponsoring Branch	Type of Improvement, Innovation or Program Review	Recoverable Recommendation Description - On-going Savings	Impact on 2018 (\$'s)	Impact on 2018 (FTE's)
49	Edmonton Transit	SMART FARE - Operating Impact Deferral	One-time reduction (2018 only) - Original plan has SMART FARE operational by Sept 2018. Operating impacts required starting 2019 and beyond (ongoing) - amounts +/- from \$4,792,000 TBD by SMART Fare Project.	4,792	-
50	Fleet & Facilities Services	Ambleside Integrated Site	One-Time Reduction (only in 2018). Project delayed, operating impact of capital moved to 2019.	243	-
51	Fleet & Facilities Services	Custodial Contract Budget	Reduce project cleaning and also reduce window cleaning to once a year at all major recreation centres.	100	-
52	Fleet & Facilities Services	NE Transit Garage	One-Time Reduction (only in 2018). Building completion delayed until 2019.	1,543	4.0
53	Fleet & Facilities Services	Telus World of Science Expansion	One-Time Reduction (only in 2018). Project delayed, operating impact of capital moved to 2019.	641	1.0
54	Fleet & Facilities Services	Trades Contract Budget	This one-time reduction consists of deferring maintenance on select assets for one year.	1,102	-
55	Fleet & Facilities Services	Valley Zoo's Nature's Backyard	One-Time Reduction (only in 2018). Project delayed, operating impact of capital moved to 2019.	349	2.0
56	Fleet & Facilities Services	Windermere Fire Station	One-Time Reduction (only in 2018). Project delayed, operating impact of capital moved to 2019.	229	1.0
57	Fleet & Facilities Services	NW Police Campus	One-Time Reduction (only in 2018). Project delayed, operating impact of capital moved to 2019. The reduction in expenses is offset by a reduction in the recoveries.	-	9.0
58	Office of City Clerk	Census	One-Time Reduction (only in 2018). Decision has been made to not proceed with a civic census in 2018.	1,000	-
Total Recoverable Recommendations - One-time				11,233	23.7

Positive Change

Administration's Reallocated Initiatives

The following list provides detail on the reallocated initiatives Administration will be able to achieve in time to impact the 2018 budget. These initiatives demonstrate Administration's ability to identify opportunities to operate more efficiently or effectively and thereby freeing up resources to be reallocated to other priorities. In 2018, Administration has been able to reallocate \$27.9 million as a result of these efficiencies.

#	Sponsoring Branch	Type of Improvement, Innovation or Program Review	Reallocated Description	Impact on 2018 (\$'s)	Impact on 2018 (FTE's)
1	Assessment and Taxation	Leveraging various efficiencies to maintain the current resources in a growth environment	<p>In 2010, A&T had 194.7 FTEs to address 324,401 parcels. Since 2010, the city's parcel count has increased to 388,074 (i.e. an increase of over 60,000 parcels, or 20%). In that same time, the branch's FTE count has decreased to 189.2 (i.e. a 3% decrease), and this excludes the transfer of 8 FTE staff to the Integrated Service Center, located at Edmonton Tower, in 2017 (which in effect is a transfer of staff and associated workload).</p> <p>Benchmarking staffing levels is difficult due to legislation differences across the continent. Based on our size, however, it is reasonable to require one additional assessor for every 2,500 parcels added to the assessment base. Although there is no benchmark data available for the tax collection side, we believe it is reasonable to expect an increase of about 0.3 positions per 10,000 parcels. Therefore, through internal process efficiencies, the branch has produced a cost avoidance of approximately \$585,000 per year for a compounded savings of approximately \$16M.</p> <p>The branch is leveraging various efficiencies to maintain the current FTE count. The success of this aggressive strategy is attributed to a change in culture as well as investment in technology.</p>	585	-
2	City Planning	Reallocation of efficiencies and consulting budget to RED	Reallocations related to establishing new Regional and Economic Development department	700	-
3	City Planning	Transfer 7 FTEs with funding - positions strategically held vacant for RED	Reallocations related to establishing new Regional and Economic Development department	780	-
4	City Planning	Additional City Planning funding to support RED - including 2 Director FTEs	Reallocations related to establishing new Regional and Economic Development department	394	-
5	City Planning	Position transfer without funding (had been funded by Utilities)	Reallocations related to establishing new Regional and Economic Development department		-
6	City Planning	Deputy City Manager Office positions transfer to RED	Reallocations related to establishing new Regional and Economic Development department	224	-
7	Real Estate & Housing	Clerk II transfer	Increased Productivity	60	-
8	Real Estate & Housing	Reallocation of consulting and other budget	Reallocations related to establishing new Regional and Economic Development department	288	-
9	Real Estate & Housing	Reallocation of director and clerk positions	Reallocations related to establishing new Regional and Economic Development department	260	-
10	Business Planning and Support	Reallocation of vacant positions	Reallocations related to Department reorganization to support new functions in Lifecycle Management, the Project Management Centre of Excellence as well as Business and Budget Planning.	1,900	14.0
11	Community Standards & Neighbourhoods	311 Dispatch process transfer from CSN	Transfer of FTE resources from CSN to Corporate Communications and Engagement to consolidate services with 311 call centre for handling parking complaints and inquiries for bylaw enforcement. This allows for all complaints to register through consolidated 311 services (including mobile app) to remove public confusion and increase citizen satisfaction with city services.	203	2.6
12	Community Standards & Neighbourhoods	FTE to ISD (ELEVATE Initiative)	FTE move from CSN to ISD to align the Elevate Initiative more effectively as a strategic initiative under ISD. This will allow Citizen Services to integrate Elevate/Community Hubs into strategic planning and business performance	288	2.0
13	Integrated Strategic Development	FTE to Communications & Engagement	Transfer of FTE resources from Citizen Services to Corporate Communications and Engagement, this move will allow us to centralize services for citizens and increase our effectiveness in communication and engagement with the public.	118	1.0
14	Community Inclusion & Investment	Contracts FTEs to ISD	The move is intended to streamline contract management services for the department and leverage the skill set of ISD staff related to process improvement.	378	3.0

#	Sponsoring Branch	Type of Improvement, Innovation or Program Review	Reallocated Description	Impact on 2018 (\$'s)	Impact on 2018 (FTE's)
15	Community Inclusion & Investment	FTE to Edmonton Service Centre	Transfer of FTE resources from Citizen Services to Edmonton Service Centre as part of the corporate move to allow the City to centralize services for citizens and increase our effectiveness in communication and engagement with the public.	56	1.0
16	Community Inclusion & Investment	FTE to Communications & Engagement	Transfer of FTE resources from Citizen Services to Corporate Communications and Engagement, this move will allow us to centralize services for citizens and increase our effectiveness in communication and engagement with the public.	365	5.0
17	Community Inclusion & Investment	FTE From Community resources to Indigenous Relations Office	Position moved to Indigenous Relations to help support the increase in work to this section. There will be improved utilization of staff skill set and competencies in the new role.	95	1.0
18	Community Inclusion & Investment	Department services transfer	Transfer of Clerical staff and Department Centralized Budget for Citizen Services	497	5.0
19	Fire Rescue Services	Staffing of Rosedale Station	As part of the 2016-2018 Budget, FRS through efficiencies was able to reduce 20 FTEs that were intended for Rosedale Station. Rosedale is scheduled to reopen in late 2018, and in order to staff this station FRS will reallocate existing FTEs from within.	2,700	20.0
20	Fire Rescue Services	ENVISO transfer	The transfer of the ENVISO program out of the Community and Recreation Facilities branch and the Fire Rescue branch in Citizen Services, combined with other ENVISO programs from other departments, would create an integrated approach to environmental management and stewardship within the City. This integrated approach will create more effective and efficient opportunities to implement environmental regulations and best practices for the benefit of Edmontonians.	120	1.0
21	Community & Recreation Facilities	Security Presence Adjustment	The removal of EPS officers from community recreation centers and replaced with other security personnel including peace officers and security guards would allow for greater security coverage for the same cost as EPS officers. This initiative would provide an increased security presence due to the ability to hire a greater number of security personnel for the same cost as was spent on EPS officers.	120	-
22	Community & Recreation Facilities	ENVISO transfer	The transfer of the ENVISO program out of the Community and Recreation Facilities branch and the Fire Rescue branch in Citizen Services, combined with other ENVISO programs from other departments, would create an integrated approach to environmental management and stewardship within the City. This integrated approach will create more effective and efficient opportunities to implement	240	2.0
23	Community & Recreation Facilities	Aquatic Instructor Hiring Engine	This initiative builds on the success of the centralized Hiring Engine process used in 2015 and 2016 to support the hiring of lifeguards; in 2017 Leisure Centres implemented a Hiring Engine to support hiring and on-boarding of Instructors within the Aquatic Experience and Public Education unit. This initiative allows the branch to be more efficient and effective at hiring Aquatic Instructors.	20	-
24	Community Standards & Neighbourhoods	FTE to Communications & Engagement	Transfer of FTE resources from Citizen Services to Corporate Communications and Engagement, this move will allow us to centralize services for citizens and increase our effectiveness in communication and engagement with the public.	905	10.0
25	Fleet & Facilities Services and Parks & Roads Services	Reallocation for new Business Performance & Customer Experience Branch	On-going review of budget and processes has enabled City Operations to form the new Business Performance & Customer Experience branch. This area will provide City Operations with a departmental approach to strategic and business planning, service design, process improvement and contract management further improving service delivery and the customer experience.	1,495	-
26	Business Performance & Customer Experience	FTE to Communications & Engagement	Transfer of FTE resources from City Operations to Corporate Communications and Engagement, this move will allow us to centralize services for citizens and increase our effectiveness in communication and engagement with the public.	1,366	15.0
27	Edmonton Police Service	Operations Review	Changes in technology or practice in areas such as: - outsourcing collision reporting for the public, - mail service delivery to EPS divisions across the City - elimination of local printers at individual work stations.	814	8.0

#	Sponsoring Branch	Type of Improvement, Innovation or Program Review	Reallocated Description	Impact on 2018 (\$'s)	Impact on 2018 (FTE's)
28	Edmonton Police Service	Operations Review	<p>Program evaluations resulted in the reallocation of:</p> <ul style="list-style-type: none"> - Civilianize Police Communication dispatch function with sworn positions being reallocated to more specific Police functions (i.e. Homicide, Sexual Assault, Cyber Crime and Patrol) - Continue Community Stations closures - Discontinue Body Worn Video - Increase rates for Police Information Checks - increase tow lot storage fees in relation to market rates 	7,844	35.0
29	Edmonton Police Service	Best Practice	<p>On-going budget review and processes such as the implementation:</p> <ul style="list-style-type: none"> - increase the allowable expense supported by the E911 Provincial Grant, - Microsoft Access Modernization and - towing incentives for companies to respond quicker to calls 	1,987	-
30	Edmonton Police Service	Funding Formula	The 2016 to 2018 EPS Budget was based on a funding formula that included a \$1.6 million efficiency for each of the three years.	1,600	-
31	Edmonton Public Library		As part of the 2016-2018 approved budget, EPL was requested to achieve an annual reduction of 2% in City funding for reinvestment back into new services/growth initiatives and to minimize base level cost increases. City Council approved reduction targets of \$1.0 million in 2016, \$0.6 million in 2017 and \$0.3 million in 2018. EPL was able to achieve the 2016 and 2017 targets and in 2018 has been able to generate \$1.5 million in on-going savings through: negotiating lower lease costs; reducing leasehold improvement requirements; and reducing telephone and system costs. These savings have been reinvested back into EPL to fund EPL's Welcome Baby initiative and base level cost increases as approved by City Council in the 2016-2018 budget.	1,500	-
Total Reallocated				27,902	125.6

Department - Citizen Services

2016-2018 Budget - Department Summary by Branch

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
Community & Recreation Facilities	66,806	70,188	70,505
Community Inclusion & Investment	25,301	25,225	25,425
Community Standards and Neighbourhoods	4,233	4,233	4,237
Fire Rescue Services	2,202	2,262	2,267
Integrated Strategic Development	-	76	76
Total Revenue & Transfers	\$98,542	\$101,984	\$102,510
Expenditure & Transfers			
Community & Recreation Facilities	116,437	123,221	130,509
Community Inclusion & Investment	51,486	52,435	58,577
Community Standards and Neighbourhoods	37,071	35,066	36,577
Fire Rescue Services	206,620	211,894	213,741
Integrated Strategic Development	5,568	6,489	6,525
Total Expenditure & Transfers	\$417,182	\$429,105	\$445,929
Net Operating Requirement	\$318,640	\$327,121	\$343,419
Full-Time Equivalents	2,658.7	2,687.7	2,722.0

Department - Citizen Services

2016-2018 Budget - Department Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	73,104	75,089	75,204
Grants	22,385	22,385	22,535
Transfer from Reserves	3,053	4,510	4,771
Total Revenue & Transfers	\$98,542	\$101,984	\$102,510
Expenditure & Transfers			
Personnel	285,825	295,021	300,348
Materials, Goods, and Supplies	17,865	17,687	18,270
External Services	33,797	33,160	34,686
Fleet Services	13,431	14,013	14,302
Intra-municipal Charges	9,566	8,951	9,219
Utilities & Other Charges	55,962	59,546	68,386
Transfer to Reserves	851	851	851
Subtotal	417,297	429,229	446,062
Intra-municipal Recoveries	(115)	(124)	(133)
Total Expenditure & Transfers	\$417,182	\$429,105	\$445,929
Net Operating Requirement	\$318,640	\$327,121	\$343,419
Full-Time Equivalents	2,658.7	2,687.7	2,722.0

Branch - Community & Recreation Facilities

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	66,593	68,518	68,624
Grants	60	60	210
Transfer from Reserves	153	1,610	1,671
Total Revenue & Transfers	\$66,806	\$70,188	\$70,505
Expenditure & Transfers			
Personnel	69,590	72,540	75,596
Materials, Goods, and Supplies	8,331	8,198	8,419
External Services	10,978	11,821	13,067
Fleet Services	2,948	3,000	3,086
Intra-municipal Charges	5,059	5,168	5,255
Utilities & Other Charges	18,786	21,758	24,359
Transfer to Reserves	851	851	851
Subtotal	116,543	123,336	130,633
Intra-municipal Recoveries	(106)	(115)	(124)
Total Expenditure & Transfers	\$116,437	\$123,221	\$130,509
Net Operating Requirement	\$49,631	\$53,033	\$60,004
Full-Time Equivalents	996.8	1,009.6	1,020.8

Branch - Community Inclusion & Investment

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	76	-	-
Grants	22,325	22,325	22,325
Transfer from Reserves	2,900	2,900	3,100
Total Revenue & Transfers	\$25,301	\$25,225	\$25,425
Expenditure & Transfers			
Personnel	13,051	13,771	13,970
Materials, Goods, and Supplies	655	477	529
External Services	3,636	3,596	2,935
Fleet Services	-	-	-
Intra-municipal Charges	394	351	422
Utilities & Other Charges	33,750	34,240	40,721
Transfer to Reserves	-	-	-
Subtotal	51,486	52,435	58,577
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$51,486	\$52,435	\$58,577
Net Operating Requirement	\$26,185	\$27,210	\$33,152
Full-Time Equivalents	130.7	130.2	130.2

Branch - Community Standards and Neighbourhoods

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	4,233	4,233	4,237
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	\$4,233	\$4,233	\$4,237
Expenditure & Transfers			
Personnel	22,735	22,118	23,271
Materials, Goods, and Supplies	1,672	1,603	1,585
External Services	6,452	5,686	6,207
Fleet Services	950	976	984
Intra-municipal Charges	3,250	2,562	2,652
Utilities & Other Charges	2,012	2,121	1,878
Transfer to Reserves	-	-	-
Subtotal	37,071	35,066	36,577
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$37,071	\$35,066	\$36,577
Net Operating Requirement	\$32,838	\$30,833	\$32,340
Full-Time Equivalents	246.1	232.9	237.4

Branch - Fire Rescue Services

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	2,202	2,262	2,267
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	\$2,202	\$2,262	\$2,267
Expenditure & Transfers			
Personnel	175,581	180,928	181,784
Materials, Goods, and Supplies	7,021	7,224	7,552
External Services	12,415	11,616	12,064
Fleet Services	9,533	10,037	10,232
Intra-municipal Charges	781	799	818
Utilities & Other Charges	1,298	1,299	1,300
Transfer to Reserves	-	-	-
Subtotal	206,629	211,903	213,750
Intra-municipal Recoveries	(9)	(9)	(9)
Total Expenditure & Transfers	\$206,620	\$211,894	\$213,741
Net Operating Requirement	\$204,418	\$209,632	\$211,474
Full-Time Equivalents	1,240.3	1,262.1	1,281.7

Branch - Integrated Strategic Development

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	76	76
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	\$76	\$76
Expenditure & Transfers			
Personnel	4,868	5,664	5,727
Materials, Goods, and Supplies	186	185	185
External Services	316	441	413
Fleet Services	-	-	-
Intra-municipal Charges	82	71	72
Utilities & Other Charges	116	128	128
Transfer to Reserves	-	-	-
Subtotal	5,568	6,489	6,525
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$5,568	\$6,489	\$6,525
Net Operating Requirement	\$5,568	\$6,413	\$6,449
Full-Time Equivalents	44.8	52.9	51.9

Department - City Operations

2016-2018 Budget - Department Summary by Branch

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
Edmonton Transit	136,179	138,075	136,416
Fleet & Facilities Services	13,076	15,288	17,653
Parks and Roads Services	43,341	45,922	50,226
Total Revenue & Transfers	\$192,596	\$199,285	\$204,295
Expenditure & Transfers			
Business Performance and Customer Experience	842	986	2,505
Edmonton Transit	353,181	358,205	366,975
Fleet & Facilities Services	72,093	76,880	84,370
Parks and Roads Services	238,631	245,270	255,226
Total Expenditure & Transfers	\$664,747	\$681,341	\$709,076
Net Operating Requirement	\$472,151	\$482,056	\$504,781
Full-Time Equivalents	4,870.3	4,886.7	4,917.9

Department - City Operations

2016-2018 Budget - Department Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	173,070	176,571	179,536
Grants	-	2,000	4,000
Transfer from Reserves	19,526	20,714	20,759
Total Revenue & Transfers	\$192,596	\$199,285	\$204,295
Expenditure & Transfers			
Personnel	436,085	447,120	465,029
Materials, Goods, and Supplies	141,961	144,363	146,428
External Services	129,113	131,709	133,579
Fleet Services	(58,911)	(59,966)	(58,696)
Intra-municipal Charges	18,004	19,615	23,184
Utilities & Other Charges	35,013	35,463	35,921
Transfer to Reserves	26,760	26,956	27,301
Subtotal	728,025	745,260	772,746
Intra-municipal Recoveries	(63,278)	(63,919)	(63,670)
Total Expenditure & Transfers	\$664,747	\$681,341	\$709,076
Net Operating Requirement	\$472,151	\$482,056	\$504,781
Full-Time Equivalents	4,870.3	4,886.7	4,917.9

Branch - Business Performance and Customer Experience

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	-	-
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	-	-
Expenditure & Transfers			
Personnel	410	986	2,505
Materials, Goods, and Supplies	-	-	-
External Services	432	-	-
Fleet Services	-	-	-
Intra-municipal Charges	-	-	-
Utilities & Other Charges	-	-	-
Transfer to Reserves	-	-	-
Subtotal	842	986	2,505
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$842	\$986	\$2,505
Net Operating Requirement	\$842	\$986	\$2,505
Full-Time Equivalents	4.0	17.0	17.0

Branch - Edmonton Transit

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	136,179	136,075	132,416
Grants	-	2,000	4,000
Transfer from Reserves	-	-	-
Total Revenue & Transfers	\$136,179	\$138,075	\$136,416
Expenditure & Transfers			
Personnel	212,067	215,620	222,970
Materials, Goods, and Supplies	8,994	9,996	10,135
External Services	23,727	24,267	25,852
Fleet Services	91,767	91,271	90,556
Intra-municipal Charges	9,169	9,531	10,028
Utilities & Other Charges	11,170	11,450	11,535
Transfer to Reserves	-	-	-
Subtotal	356,894	362,135	371,076
Intra-municipal Recoveries	(3,713)	(3,930)	(4,101)
Total Expenditure & Transfers	\$353,181	\$358,205	\$366,975
Net Operating Requirement	\$217,002	\$220,130	\$230,559
Full-Time Equivalents	2,398.3	2,386.9	2,393.3

Branch - Fleet & Facilities Services

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	13,076	15,288	17,653
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	\$13,076	\$15,288	\$17,653
Expenditure & Transfers			
Personnel	113,229	117,438	122,117
Materials, Goods, and Supplies	84,447	82,876	82,224
External Services	57,337	59,472	59,437
Fleet Services	(186,571)	(187,898)	(186,557)
Intra-municipal Charges	2,937	3,648	6,478
Utilities & Other Charges	6,541	6,617	6,847
Transfer to Reserves	24,815	25,561	25,906
Subtotal	102,735	107,714	116,452
Intra-municipal Recoveries	(30,642)	(30,834)	(32,082)
Total Expenditure & Transfers	\$72,093	\$76,880	\$84,370
Net Operating Requirement	\$59,017	\$61,592	\$66,717
Full-Time Equivalents	1,164.5	1,173.6	1,181.2

Branch - Parks and Roads Services

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	23,815	25,208	29,467
Grants	-	-	-
Transfer from Reserves	19,526	20,714	20,759
Total Revenue & Transfers	\$43,341	\$45,922	\$50,226
Expenditure & Transfers			
Personnel	110,379	113,076	117,437
Materials, Goods, and Supplies	48,520	51,491	54,069
External Services	47,617	47,970	48,290
Fleet Services	35,893	36,661	37,305
Intra-municipal Charges	5,898	6,436	6,678
Utilities & Other Charges	17,302	17,396	17,539
Transfer to Reserves	1,945	1,395	1,395
Subtotal	267,554	274,425	282,713
Intra-municipal Recoveries	(28,923)	(29,155)	(27,487)
Total Expenditure & Transfers	\$238,631	\$245,270	\$255,226
Net Operating Requirement	\$195,290	\$199,348	\$205,000
Full-Time Equivalents	1,303.5	1,309.2	1,326.4

Department - Communications & Engagement

2016-2018 Budget - Department Summary by Branch

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
Marketing	-	117	117
Total Revenue & Transfers	-	\$117	\$117
Expenditure & Transfers			
Communications	5,448	5,812	6,019
Engagement	15,879	17,002	19,240
External Relations	1,164	1,754	1,733
Marketing	4,088	5,788	3,713
Total Expenditure & Transfers	\$26,579	\$30,356	\$30,705
Net Operating Requirement	\$26,579	\$30,239	\$30,588
Full-Time Equivalents	289.9	327.5	334.4

Department - Communications & Engagement

2016-2018 Budget - Department Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	117	117
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	\$117	\$117
Expenditure & Transfers			
Personnel	27,404	31,851	32,936
Materials, Goods, and Supplies	549	443	446
External Services	1,163	1,118	1,390
Fleet Services	-	-	-
Intra-municipal Charges	670	685	693
Utilities & Other Charges	1,509	2,478	605
Transfer to Reserves	-	-	-
Subtotal	31,295	36,575	36,070
Intra-municipal Recoveries	(4,716)	(6,219)	(5,365)
Total Expenditure & Transfers	\$26,579	\$30,356	\$30,705
Net Operating Requirement	\$26,579	\$30,239	\$30,588
Full-Time Equivalents	289.9	327.5	334.4

Branch - Communications

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	-	-
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	-	-
Expenditure & Transfers			
Personnel	7,922	8,996	8,758
Materials, Goods, and Supplies	105	85	76
External Services	35	35	35
Fleet Services	-	-	-
Intra-municipal Charges	15	15	17
Utilities & Other Charges	-	-	-
Transfer to Reserves	-	-	-
Subtotal	8,077	9,131	8,886
Intra-municipal Recoveries	(2,629)	(3,319)	(2,867)
Total Expenditure & Transfers	\$5,448	\$5,812	\$6,019
Net Operating Requirement	\$5,448	\$5,812	\$6,019
Full-Time Equivalents	66.8	76.4	76.3

Branch - Engagement

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	-	-
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	-	-
Expenditure & Transfers			
Personnel	16,012	17,842	19,259
Materials, Goods, and Supplies	386	313	325
External Services	538	513	799
Fleet Services	-	-	-
Intra-municipal Charges	594	609	619
Utilities & Other Charges	368	343	472
Transfer to Reserves	-	-	-
Subtotal	17,898	19,620	21,474
Intra-municipal Recoveries	(2,019)	(2,618)	(2,234)
Total Expenditure & Transfers	\$15,879	\$17,002	\$19,240
Net Operating Requirement	\$15,879	\$17,002	\$19,240
Full-Time Equivalents	194.1	207.5	214.5

Branch - External Relations

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	-	-
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	-	-
Expenditure & Transfers			
Personnel	730	1,326	1,305
Materials, Goods, and Supplies	17	13	13
External Services	285	285	285
Fleet Services	-	-	-
Intra-municipal Charges	26	26	26
Utilities & Other Charges	106	104	104
Transfer to Reserves	-	-	-
Subtotal	1,164	1,754	1,733
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$1,164	\$1,754	\$1,733
Net Operating Requirement	\$1,164	\$1,754	\$1,733
Full-Time Equivalents	7.0	13.0	13.0

Branch - Marketing

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	117	117
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	\$117	\$117
Expenditure & Transfers			
Personnel	2,740	3,687	3,614
Materials, Goods, and Supplies	41	32	32
External Services	305	285	271
Fleet Services	-	-	-
Intra-municipal Charges	35	35	31
Utilities & Other Charges	1,035	2,031	29
Transfer to Reserves	-	-	-
Subtotal	4,156	6,070	3,977
Intra-municipal Recoveries	(68)	(282)	(264)
Total Expenditure & Transfers	\$4,088	\$5,788	\$3,713
Net Operating Requirement	\$4,088	\$5,671	\$3,596
Full-Time Equivalents	22.0	30.6	30.6

Corporate Expenditures & Revenues

Automated Enforcement 2017 - 2018 Budget Summary

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
Fines	\$ 55,100	\$ 55,100	\$ 52,100
Interest Earnings	-	-	-
Total Revenue & Transfers	55,100	55,100	52,100
Expenditure & Transfers			
Edmonton Police Service	20,384	22,292	22,292
Office of Traffic Safety	12,115	12,453	12,695
Road Safety Strategy - Parks and Roads Services (PARS)	2,811	2,814	2,598
Road Safety Strategy - Community Traffic Management (PARS)	829	846	866
Road Safety Strategy - Public Engagement and Education (City Planning)	455	572	907
Corporate Traffic Safety Initiatives	4,400	4,400	4,400
Community Facility Partner Capital Grant Program	5,044	2,900	2,900
Transfer to Capital:			
Traffic Signals - Pedestrian Vehicle Safety (CM-66-2520)	5,329	4,000	4,000
Traffic Safety (CM-66-2545)	5,843	3,414	414
Traffic Safety Engineering Measures (CM-66-2550)	3,500	3,500	3,500
Community Traffic Safety Countermeasures (CM-66-2555)	3,700	3,900	3,900
Other	-	-	-
Transfer to/(from) Traffic Safety and Automated Enforcement Reserve (Unallocated)	(9,310)	(5,991)	(6,372)
Total Expenditure & Transfers	55,100	55,100	52,100
Net Operating Requirement	\$ -	\$ -	\$ -

Corporate Expenditures & Revenues

Capital Project Financing 2017 - 2018 Budget Summary

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
Downtown Arena Revenue (non-CRL)	\$ 6,642	\$ 21,954	\$ 19,243
Ed Tel Endowment Fund Dividend	32,600	34,432	36,811
Ed Tel Endowment Fund Dividend - Special	8,045	-	9,203
Investment Earnings	30,102	25,161	28,457
Local Improvement Revenues	10,613	12,528	13,683
SLRT Grant Revenues	43,605	43,605	43,605
External Debt Recovery	664	470	451
Transfer (to)/from Interim Financing Reserve	10,117	(2,111)	533
Transfer (to)/from Rogers Place Capital Reserve	(750)	(1,500)	(1,500)
Transfer from Local Improvements Reserve	960	422	-
Transfer from LRT Reserve	742	20,377	64,001
Total Revenue & Transfers	143,340	155,338	214,487
Expenditure & Transfers			
Investment Related Expenses	1,250	2,850	2,850
Local Improvement Alley Lighting Maintenance	-	991	1,000
Local Improvement Debt Charges	11,573	11,959	12,439
Transfer to Capital - PAYG Funding	133,708	105,522	115,731
Self-supported Debt Charges	16,009	18,343	18,276
SLRT Debt Charges	44,530	44,520	44,511
Tax-supported Debt Charges	92,758	123,040	179,047
Transfer to/(from) Tax-Supported Debt Reserve	-	-	-
Transfer to Local Improvements Reserve	-	-	244
Transfer to LRT Reserve	4,185	4,195	4,204
Transfer to Interim Financing Reserve	-	-	2,711
Total Expenditure & Transfers	304,013	311,420	381,013
Net Operating Requirement	\$ 160,673	\$ 156,082	\$ 166,526

Corporate Expenditures & Revenues

Corporate Expenditures 2017 - 2018 Budget Summary

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
External Debt Recovery	\$ 768	\$ 768	\$ 768
Risk Management	995	790	810
Total Revenue & Transfers	1,763	1,558	1,578
Expenditure & Transfers			
Council Contingency	700	700	700
External Debt	777	776	775
Financial Strategies	5,707	5,474	4,036
Income Replacement & Supplementary Management Pension	1,485	1,485	1,300
Management Initiatives	700	700	700
Northlands Subsidy for Rexall Place	1,819	-	-
Downtown Arena Funding (redirected Northlands Subsidy)	909	2,711	-
Risk Management	9,879	10,347	10,643
Sundry	400	400	400
Transfer to Industrial Servicing Fund Reserve	1,652	2,104	2,642
Total Expenditure & Transfers	24,028	24,697	21,196
Net Operating Requirement	\$ 22,265	\$ 23,139	\$ 19,618

Corporate Expenditures & Revenues

Corporate Revenues 2017 - 2018 Budget Summary

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
Business Licensing	\$ 10,000	\$ 10,000	\$ 10,000
Central Management Charges	3,820	3,436	2,228
EPCOR Dividends	141,021	146,022	166,021
EPCOR Franchise Fees	78,663	81,301	83,267
Gas Franchise Fees	65,958	71,537	75,033
Land Enterprise Dividends	3,785	1,396	-
Loan Administration Fees	80	70	60
Transfer from Financial Stabilization Reserve	1,200	300	13,411
Sanitary Franchise Fee	8,762	9,711	10,139
Sundry Revenue	2,701	3,420	2,699
Tag/Fine Revenue	12,576	12,799	12,199
Tax Certificates	1,850	2,000	2,000
Tax Penalties	13,500	13,755	14,035
Total Revenue & Transfers	343,916	355,747	391,092
Expenditure & Transfers			
Transfer to Financial Stabilization Reserve	-	720	-
Total Expenditure & Transfers	-	720	-
Net Operating Requirement	\$ (343,916)	\$ (355,027)	\$ (391,092)

Corporate Expenditures & Revenues

Taxation Expenditures 2017 - 2018 Budget Summary

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
Supplementary Tax	\$ 4,200	\$ 3,900	\$ 2,700
Total Revenue & Transfers	4,200	3,900	2,700
Expenditure & Transfers			
Business Tax Appeals & Adjustments	-	-	-
Realty Tax Appeals & Adjustments	9,661	9,961	10,500
Uncollectible & Loss on Tax Sale	795	895	500
Total Expenditure & Transfers	10,456	10,856	11,000
Net Operating Requirement	\$ 6,256	\$ 6,956	\$ 8,300

Department - Financial & Corporate Services

2016-2018 Budget - Department Summary by Branch

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
Corporate Procurement & Supply Services	322	332	342
Financial Services	1,282	1,480	1,642
Information Technology	107	107	107
Real Estate	14,609	16,111	13,499
Total Revenue & Transfers	\$16,320	\$18,030	\$15,590
Expenditure & Transfers			
Assessment & Taxation	21,686	21,696	22,314
Corporate Procurement & Supply Services	12,368	12,275	13,757
Financial Services	8,853	9,246	11,265
Financial Strategies & Budget	13,169	12,145	11,577
Human Resources	15,163	15,657	17,168
Information Technology	40,687	41,470	47,224
Law	10,933	11,085	11,995
Open City and Innovation	2,864	3,173	3,272
Real Estate	35,603	45,445	39,075
Total Expenditure & Transfers	\$161,326	\$172,192	\$177,647
Net Operating Requirement	\$145,006	\$154,162	\$162,057
Full-Time Equivalents	1,339.5	1,345.2	1,323.2

Department - Financial & Corporate Services

2016-2018 Budget - Department Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	12,363	11,924	13,311
Grants	-	-	-
Transfer from Reserves	3,957	6,106	2,279
Total Revenue & Transfers	\$16,320	\$18,030	\$15,590
Expenditure & Transfers			
Personnel	147,107	154,301	156,633
Materials, Goods, and Supplies	16,237	16,414	16,082
External Services	19,812	16,041	12,489
Fleet Services	175	175	187
Intra-municipal Charges	5,869	5,539	9,075
Debt	455	455	455
Utilities & Other Charges	37,595	51,952	44,646
Transfer to Reserves	2,371	1,984	2,599
Subtotal	229,621	246,861	242,166
Intra-municipal Recoveries	(68,295)	(74,669)	(64,519)
Total Expenditure & Transfers	\$161,326	\$172,192	\$177,647
Net Operating Requirement	\$145,006	\$154,162	\$162,057
Full-Time Equivalents	1,339.5	1,345.2	1,323.2

Branch - Assessment & Taxation

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	-	-
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	-	-
Expenditure & Transfers			
Personnel	17,498	17,486	18,104
Materials, Goods, and Supplies	546	743	743
External Services	1,240	1,699	1,699
Fleet Services	-	-	-
Intra-municipal Charges	1,999	1,414	1,414
Utilities & Other Charges	403	354	354
Transfer to Reserves	-	-	-
Subtotal	21,686	21,696	22,314
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$21,686	\$21,696	\$22,314
Net Operating Requirement	\$21,686	\$21,696	\$22,314
Full-Time Equivalents	189.2	181.2	181.2

Branch - Corporate Procurement & Supply Services

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	322	332	342
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	\$322	\$332	\$342
Expenditure & Transfers			
Personnel	14,498	14,851	14,725
Materials, Goods, and Supplies	1,288	1,218	1,208
External Services	862	1,029	1,037
Fleet Services	175	175	187
Intra-municipal Charges	59	159	163
Utilities & Other Charges	395	389	388
Transfer to Reserves	-	-	-
Subtotal	17,277	17,821	17,708
Intra-municipal Recoveries	(4,909)	(5,546)	(3,951)
Total Expenditure & Transfers	\$12,368	\$12,275	\$13,757
Net Operating Requirement	\$12,046	\$11,943	\$13,415
Full-Time Equivalents	160.0	160.3	154.0

Branch - Financial Services

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	1,282	1,480	1,642
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	\$1,282	\$1,480	\$1,642
Expenditure & Transfers			
Personnel	15,193	16,126	16,279
Materials, Goods, and Supplies	613	556	541
External Services	1,823	1,600	1,468
Fleet Services	-	-	-
Intra-municipal Charges	291	759	2,609
Utilities & Other Charges	438	408	412
Transfer to Reserves	-	-	-
Subtotal	18,358	19,449	21,309
Intra-municipal Recoveries	(9,505)	(10,203)	(10,044)
Total Expenditure & Transfers	\$8,853	\$9,246	\$11,265
Net Operating Requirement	\$7,571	\$7,766	\$9,623
Full-Time Equivalents	154.3	153.3	149.8

Branch - Financial Strategies & Budget

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	-	-
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	-	-
Expenditure & Transfers			
Personnel	12,098	11,373	10,903
Materials, Goods, and Supplies	326	268	268
External Services	430	339	241
Fleet Services	-	-	-
Intra-municipal Charges	111	111	111
Utilities & Other Charges	204	199	199
Transfer to Reserves	-	-	-
Subtotal	13,169	12,290	11,722
Intra-municipal Recoveries	-	(145)	(145)
Total Expenditure & Transfers	\$13,169	\$12,145	\$11,577
Net Operating Requirement	\$13,169	\$12,145	\$11,577
Full-Time Equivalents	95.5	87.6	81.0

Branch - Human Resources

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	-	-
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	-	-
Expenditure & Transfers			
Personnel	19,301	21,012	21,236
Materials, Goods, and Supplies	999	1,076	1,057
External Services	2,119	976	1,080
Fleet Services	-	-	-
Intra-municipal Charges	298	288	293
Utilities & Other Charges	478	464	456
Transfer to Reserves	-	-	-
Subtotal	23,195	23,816	24,122
Intra-municipal Recoveries	(8,032)	(8,159)	(6,954)
Total Expenditure & Transfers	\$15,163	\$15,657	\$17,168
Net Operating Requirement	\$15,163	\$15,657	\$17,168
Full-Time Equivalents	162.5	165.9	164.5

Branch - Information Technology

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	107	107	107
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	\$107	\$107	\$107
Expenditure & Transfers			
Personnel	44,333	46,236	47,108
Materials, Goods, and Supplies	11,518	11,744	11,449
External Services	1,719	1,601	1,496
Fleet Services	-	-	-
Intra-municipal Charges	969	458	441
Debt	240	240	240
Utilities & Other Charges	3,347	3,312	3,298
Transfer to Reserves	-	-	-
Subtotal	62,126	63,591	64,032
Intra-municipal Recoveries	(21,439)	(22,121)	(16,808)
Total Expenditure & Transfers	\$40,687	\$41,470	\$47,224
Net Operating Requirement	\$40,580	\$41,363	\$47,117
Full-Time Equivalents	366.4	368.1	360.4

Branch - Law

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	-	-
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	-	-
Expenditure & Transfers			
Personnel	12,281	14,066	14,331
Materials, Goods, and Supplies	526	480	477
External Services	2,350	2,230	2,247
Fleet Services	-	-	-
Intra-municipal Charges	290	311	314
Utilities & Other Charges	266	273	271
Transfer to Reserves	-	-	-
Subtotal	15,713	17,360	17,640
Intra-municipal Recoveries	(4,780)	(6,275)	(5,645)
Total Expenditure & Transfers	\$10,933	\$11,085	\$11,995
Net Operating Requirement	\$10,933	\$11,085	\$11,995
Full-Time Equivalents	100.1	111.8	110.8

Branch - Open City and Innovation

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	-	-
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	-	-
Expenditure & Transfers			
Personnel	2,774	3,370	3,479
Materials, Goods, and Supplies	67	67	67
External Services	180	172	172
Fleet Services	-	-	-
Intra-municipal Charges	12	(267)	(277)
Utilities & Other Charges	39	39	39
Transfer to Reserves	-	-	-
Subtotal	3,072	3,381	3,480
Intra-municipal Recoveries	(208)	(208)	(208)
Total Expenditure & Transfers	\$2,864	\$3,173	\$3,272
Net Operating Requirement	\$2,864	\$3,173	\$3,272
Full-Time Equivalents	21.5	25.0	25.0

Branch - Real Estate

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	10,652	10,005	11,220
Grants	-	-	-
Transfer from Reserves	3,957	6,106	2,279
Total Revenue & Transfers	\$14,609	\$16,111	\$13,499
Expenditure & Transfers			
Personnel	9,131	9,781	10,468
Materials, Goods, and Supplies	354	262	272
External Services	9,089	6,395	3,049
Fleet Services	-	-	-
Intra-municipal Charges	1,840	2,306	4,007
Debt	215	215	215
Utilities & Other Charges	32,025	46,514	39,229
Transfer to Reserves	2,371	1,984	2,599
Subtotal	55,025	67,457	59,839
Intra-municipal Recoveries	(19,422)	(22,012)	(20,764)
Total Expenditure & Transfers	\$35,603	\$45,445	\$39,075
Net Operating Requirement	\$20,994	\$29,334	\$25,576
Full-Time Equivalents	90.0	92.0	96.5

Department - Integrated Infrastructure Services

2016-2018 Budget - Department Summary by Branch

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
Business Planning and Support	421	421	421
LRT Delivery	100	100	100
Total Revenue & Transfers	\$521	\$521	\$521
Expenditure & Transfers			
Building Great Neighbourhoods	749	902	1,509
Business Planning and Support	8,853	7,555	7,849
Infrastructure Delivery	2,638	3,388	3,369
Infrastructure Planning and Design	6,116	8,141	7,688
LRT Delivery	820	843	844
Total Expenditure & Transfers	\$19,176	\$20,829	\$21,259
Net Operating Requirement	\$18,655	\$20,308	\$20,738
Full-Time Equivalents	444.7	474.0	477.0

Department - Integrated Infrastructure Services

2016-2018 Budget - Department Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	521	521	521
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	\$521	\$521	\$521
Expenditure & Transfers			
Personnel	51,682	58,482	60,858
Materials, Goods, and Supplies	2,668	2,221	2,194
External Services	3,321	3,420	2,902
Fleet Services	634	447	436
Intra-municipal Charges	31,957	22,630	22,852
Utilities & Other Charges	1,491	1,527	1,506
Transfer to Reserves	-	-	-
Subtotal	91,753	88,727	90,748
Intra-municipal Recoveries	(72,577)	(67,898)	(69,489)
Total Expenditure & Transfers	\$19,176	\$20,829	\$21,259
Net Operating Requirement	\$18,655	\$20,308	\$20,738
Full-Time Equivalents	444.7	474.0	477.0

Branch - Building Great Neighbourhoods

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	-	-
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	-	-
Expenditure & Transfers			
Personnel	7,353	6,213	6,420
Materials, Goods, and Supplies	5	135	132
External Services	20	154	155
Fleet Services	-	-	-
Intra-municipal Charges	6,818	6,597	6,835
Utilities & Other Charges	37	35	33
Transfer to Reserves	-	-	-
Subtotal	14,233	13,134	13,575
Intra-municipal Recoveries	(13,484)	(12,232)	(12,066)
Total Expenditure & Transfers	\$749	\$902	\$1,509
Net Operating Requirement	\$749	\$902	\$1,509
Full-Time Equivalents	59.0	47.0	47.0

Branch - Business Planning and Support

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	421	421	421
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	\$421	\$421	\$421
Expenditure & Transfers			
Personnel	17,172	22,310	23,216
Materials, Goods, and Supplies	1,153	1,279	1,269
External Services	53	782	857
Fleet Services	301	426	416
Intra-municipal Charges	(67)	2,198	2,442
Utilities & Other Charges	188	1,071	1,065
Transfer to Reserves	-	-	-
Subtotal	18,800	28,066	29,265
Intra-municipal Recoveries	(9,947)	(20,511)	(21,416)
Total Expenditure & Transfers	\$8,853	\$7,555	\$7,849
Net Operating Requirement	\$8,432	\$7,134	\$7,428
Full-Time Equivalents	146.4	184.9	186.9

Branch - Infrastructure Delivery

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	-	-
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	-	-
Expenditure & Transfers			
Personnel	13,858	10,623	11,240
Materials, Goods, and Supplies	805	378	372
External Services	132	173	173
Fleet Services	326	21	20
Intra-municipal Charges	(3,594)	1,573	1,274
Utilities & Other Charges	420	78	70
Transfer to Reserves	-	-	-
Subtotal	11,947	12,846	13,149
Intra-municipal Recoveries	(9,309)	(9,458)	(9,780)
Total Expenditure & Transfers	\$2,638	\$3,388	\$3,369
Net Operating Requirement	\$2,638	\$3,388	\$3,369
Full-Time Equivalents	123.2	84.0	84.0

Branch - Infrastructure Planning and Design

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	-	-
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	-	-
Expenditure & Transfers			
Personnel	10,925	15,499	15,994
Materials, Goods, and Supplies	626	347	341
External Services	2,588	2,148	1,554
Fleet Services	7	-	-
Intra-municipal Charges	(4,481)	(1,564)	(1,695)
Utilities & Other Charges	539	104	100
Transfer to Reserves	-	-	-
Subtotal	10,204	16,534	16,294
Intra-municipal Recoveries	(4,088)	(8,393)	(8,606)
Total Expenditure & Transfers	\$6,116	\$8,141	\$7,688
Net Operating Requirement	\$6,116	\$8,141	\$7,688
Full-Time Equivalents			
	98.1	130.1	131.1

Branch - LRT Delivery

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	100	100	100
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	\$100	\$100	\$100
Expenditure & Transfers			
Personnel	2,374	3,837	3,988
Materials, Goods, and Supplies	79	82	80
External Services	528	163	163
Fleet Services	-	-	-
Intra-municipal Charges	4,494	4,803	4,904
Utilities & Other Charges	307	239	238
Transfer to Reserves	-	-	-
Subtotal	7,782	9,124	9,373
Intra-municipal Recoveries	(6,962)	(8,281)	(8,529)
Total Expenditure & Transfers	\$820	\$843	\$844
Net Operating Requirement	\$720	\$743	\$744
Full-Time Equivalents	18.0	28.0	28.0

Department - Mayor and Councillor Offices

2016-2018 Budget - Department Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	-	-
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	-	-
Expenditure & Transfers			
Personnel	5,447	5,449	5,755
Materials, Goods, and Supplies	59	59	59
External Services	141	161	161
Fleet Services	-	-	-
Intra-municipal Charges	144	144	144
Utilities & Other Charges	298	273	271
Transfer to Reserves	-	-	-
Subtotal	6,089	6,086	6,390
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$6,089	\$6,086	\$6,390
Net Operating Requirement	\$6,089	\$6,086	\$6,390
Full-Time Equivalents	50.0	50.0	50.0

Department - Office of the City Auditor

2016-2018 Budget - Department Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	-	-
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	-	-
Expenditure & Transfers			
Personnel	2,336	2,410	2,414
Materials, Goods, and Supplies	42	40	41
External Services	49	49	50
Fleet Services	-	-	-
Intra-municipal Charges	55	57	57
Utilities & Other Charges	60	61	61
Transfer to Reserves	-	-	-
Subtotal	2,542	2,617	2,623
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$2,542	\$2,617	\$2,623
Net Operating Requirement	\$2,542	\$2,617	\$2,623
Full-Time Equivalents	16.0	16.0	16.0

Department - Office of the City Manager

2016-2018 Budget - Department Summary by Branch

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
Housing	20,550	10,647	7,223
Office of the City Clerk	732	732	732
Total Revenue & Transfers	\$21,282	\$11,379	\$7,955
Expenditure & Transfers			
City Manager	3,007	2,802	2,823
Housing	27,759	17,787	14,367
Intergovernmental & External Affairs	1,305	1,271	1,269
Office of the City Clerk	11,313	11,717	10,949
Total Expenditure & Transfers	\$43,384	\$33,577	\$29,408
Net Operating Requirement	\$22,102	\$22,198	\$21,453
Full-Time Equivalents	112.6	113.1	113.1

Department - Office of the City Manager

2016-2018 Budget - Department Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	1,090	1,090	1,090
Grants	9,178	3,453	1,335
Transfer from Reserves	11,014	6,836	5,530
Total Revenue & Transfers	\$21,282	\$11,379	\$7,955
Expenditure & Transfers			
Personnel	13,270	13,174	12,714
Materials, Goods, and Supplies	761	611	601
External Services	3,212	3,175	2,738
Fleet Services	16	16	16
Intra-municipal Charges	294	294	287
Debt	1,282	1,282	1,282
Utilities & Other Charges	22,013	12,489	9,234
Transfer to Reserves	2,536	2,536	2,536
Subtotal	43,384	33,577	29,408
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$43,384	\$33,577	\$29,408
Net Operating Requirement	\$22,102	\$22,198	\$21,453
Full-Time Equivalents	112.6	113.1	113.1

Branch - City Manager

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	-	-
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	-	-
Expenditure & Transfers			
Personnel	2,530	2,344	2,389
Materials, Goods, and Supplies	23	18	18
External Services	345	335	315
Fleet Services	-	-	-
Intra-municipal Charges	33	34	34
Utilities & Other Charges	76	71	67
Transfer to Reserves	-	-	-
Subtotal	3,007	2,802	2,823
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$3,007	\$2,802	\$2,823
Net Operating Requirement	\$3,007	\$2,802	\$2,823
Full-Time Equivalents	13.5	13.0	13.0

Branch - Housing

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	358	358	358
Grants	9,178	3,453	1,335
Transfer from Reserves	11,014	6,836	5,530
Total Revenue & Transfers	\$20,550	\$10,647	\$7,223
Expenditure & Transfers			
Personnel	2,536	2,526	2,503
Materials, Goods, and Supplies	105	85	85
External Services	414	359	359
Fleet Services	-	-	-
Intra-municipal Charges	24	19	20
Debt	1,282	1,282	1,282
Utilities & Other Charges	20,862	10,980	7,582
Transfer to Reserves	2,536	2,536	2,536
Subtotal	27,759	17,787	14,367
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$27,759	\$17,787	\$14,367
Net Operating Requirement	\$7,209	\$7,140	\$7,144
Full-Time Equivalents	23.0	24.0	24.0

Branch - Intergovernmental & External Affairs

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	-	-
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	-	-
Expenditure & Transfers			
Personnel	1,119	1,093	1,117
Materials, Goods, and Supplies	39	34	32
External Services	37	35	21
Fleet Services	-	-	-
Intra-municipal Charges	38	39	29
Utilities & Other Charges	72	70	70
Transfer to Reserves	-	-	-
Subtotal	1,305	1,271	1,269
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$1,305	\$1,271	\$1,269
Net Operating Requirement	\$1,305	\$1,271	\$1,269
Full-Time Equivalents	8.0	8.0	8.0

Branch - Office of the City Clerk

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	732	732	732
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	\$732	\$732	\$732
Expenditure & Transfers			
Personnel	7,085	7,211	6,705
Materials, Goods, and Supplies	594	474	466
External Services	2,416	2,446	2,043
Fleet Services	16	16	16
Intra-municipal Charges	199	202	204
Utilities & Other Charges	1,003	1,368	1,515
Transfer to Reserves	-	-	-
Subtotal	11,313	11,717	10,949
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$11,313	\$11,717	\$10,949
Net Operating Requirement	\$10,581	\$10,985	\$10,217
Full-Time Equivalents	68.1	68.1	68.1

Department - Regional & Economic Development

2016-2018 Budget - Department Summary by Branch

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
Economic & Environmental Sustainability	941	1,349	1,295
The Quarters Downtown CRL	4,902	3,998	4,987
Total Revenue & Transfers	\$5,843	\$5,347	\$6,282
Expenditure & Transfers			
Economic & Environmental Sustainability	13,974	19,949	22,376
The Quarters Downtown CRL	5,044	4,194	5,224
Total Expenditure & Transfers	\$19,018	\$24,143	\$27,600
Net Operating Requirement	\$13,175	\$18,796	\$21,318
Full-Time Equivalents	55.0	77.0	79.0

Department - Regional & Economic Development

2016-2018 Budget - Department Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	4,412	3,978	4,256
Grants	-	-	-
Transfer from Reserves	1,431	1,369	2,026
Total Revenue & Transfers	\$5,843	\$5,347	\$6,282
Expenditure & Transfers			
Personnel	6,986	9,449	9,974
Materials, Goods, and Supplies	138	178	176
External Services	3,193	4,005	4,065
Fleet Services	-	-	-
Intra-municipal Charges	(616)	163	205
Debt	4,284	3,360	4,339
Utilities & Other Charges	4,801	5,185	7,208
Transfer to Reserves	232	1,803	1,633
Subtotal	19,018	24,143	27,600
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$19,018	\$24,143	\$27,600
Net Operating Requirement	\$13,175	\$18,796	\$21,318
Full-Time Equivalents	55.0	77.0	79.0

Branch - Economic & Environmental Sustainability

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	-	-
Grants	-	-	-
Transfer from Reserves	941	1,349	1,295
Total Revenue & Transfers	\$941	\$1,349	\$1,295
Expenditure & Transfers			
Personnel	6,480	9,064	9,579
Materials, Goods, and Supplies	125	165	163
External Services	3,016	3,688	3,747
Fleet Services	-	-	-
Intra-municipal Charges	(669)	55	57
Utilities & Other Charges	4,790	5,174	7,197
Transfer to Reserves	232	1,803	1,633
Subtotal	13,974	19,949	22,376
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$13,974	\$19,949	\$22,376
Net Operating Requirement	\$13,033	\$18,600	\$21,081
Full-Time Equivalents	51.0	74.0	76.0

Branch - The Quarters Downtown CRL

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	4,412	3,978	4,256
Grants	-	-	-
Transfer from Reserves	490	20	731
Total Revenue & Transfers	\$4,902	\$3,998	\$4,987
Expenditure & Transfers			
Personnel	506	385	395
Materials, Goods, and Supplies	13	13	13
External Services	177	317	318
Fleet Services	-	-	-
Intra-municipal Charges	53	108	148
Debt	4,284	3,360	4,339
Utilities & Other Charges	11	11	11
Transfer to Reserves	-	-	-
Subtotal	5,044	4,194	5,224
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$5,044	\$4,194	\$5,224
Net Operating Requirement	\$142	\$196	\$237
Full-Time Equivalents	4.0	3.0	3.0

Department - Urban Form and Corporate Strategic Development

2016-2018 Budget - Department Summary by Branch

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
City Planning	17,332	13,747	28,244
Development Services	65,750	63,436	61,616
Total Revenue & Transfers	\$83,082	\$77,183	\$89,860
Expenditure & Transfers			
City Planning	41,613	33,120	50,675
Corporate Strategy	2,724	2,975	3,079
Development Services	63,474	64,617	67,317
Total Expenditure & Transfers	\$107,811	\$100,712	\$121,071
Net Operating Requirement	\$24,729	\$23,529	\$31,211
Full-Time Equivalents	684.9	670.5	655.1

Department - Urban Form and Corporate Strategic Development

2016-2018 Budget - Department Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	68,980	73,219	74,442
Grants	20	-	-
Transfer from Reserves	14,082	3,964	15,418
Total Revenue & Transfers	\$83,082	\$77,183	\$89,860
Expenditure & Transfers			
Personnel	68,971	67,349	69,964
Materials, Goods, and Supplies	2,705	2,600	2,596
External Services	12,929	10,517	10,116
Fleet Services	91	101	106
Intra-municipal Charges	30,848	30,303	31,041
Debt	2,266	3,121	2,286
Utilities & Other Charges	13,882	5,442	17,657
Transfer to Reserves	4,933	8,913	9,390
Subtotal	136,625	128,346	143,156
Intra-municipal Recoveries	(28,814)	(27,634)	(22,085)
Total Expenditure & Transfers	\$107,811	\$100,712	\$121,071
Net Operating Requirement	\$24,729	\$23,529	\$31,211
Full-Time Equivalents	684.9	670.5	655.1

Branch - City Planning

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	4,382	9,072	12,583
Grants	20	-	-
Transfer from Reserves	12,930	4,675	15,661
Total Revenue & Transfers	\$17,332	\$13,747	\$28,244
Expenditure & Transfers			
Personnel	39,801	35,696	35,294
Materials, Goods, and Supplies	967	1,173	1,149
External Services	7,745	5,595	5,825
Fleet Services	49	56	63
Intra-municipal Charges	456	360	360
Debt	2,266	3,121	2,286
Utilities & Other Charges	12,144	3,325	15,820
Transfer to Reserves	4,900	8,300	8,800
Subtotal	68,328	57,626	69,597
Intra-municipal Recoveries	(26,715)	(24,506)	(18,922)
Total Expenditure & Transfers	\$41,613	\$33,120	\$50,675
Net Operating Requirement	\$24,281	\$19,373	\$22,431
Full-Time Equivalents	364.5	324.1	308.7

Branch - Corporate Strategy

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	-	-
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	-	-
Expenditure & Transfers			
Personnel	2,191	2,428	2,446
Materials, Goods, and Supplies	143	142	142
External Services	624	639	725
Fleet Services	-	-	-
Intra-municipal Charges	51	51	51
Utilities & Other Charges	67	67	67
Transfer to Reserves	-	-	-
Subtotal	3,076	3,327	3,431
Intra-municipal Recoveries	(352)	(352)	(352)
Total Expenditure & Transfers	\$2,724	\$2,975	\$3,079
Net Operating Requirement	\$2,724	\$2,975	\$3,079
Full-Time Equivalents	15.8	18.3	18.3

Branch - Development Services

2016-2018 Budget - Branch Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	64,598	64,147	61,859
Grants	-	-	-
Transfer from Reserves	1,152	(711)	(243)
Total Revenue & Transfers	\$65,750	\$63,436	\$61,616
Expenditure & Transfers			
Personnel	26,979	29,225	32,224
Materials, Goods, and Supplies	1,595	1,285	1,305
External Services	4,560	4,283	3,566
Fleet Services	42	45	43
Intra-municipal Charges	30,341	29,892	30,630
Utilities & Other Charges	1,671	2,050	1,770
Transfer to Reserves	33	613	590
Subtotal	65,221	67,393	70,128
Intra-municipal Recoveries	(1,747)	(2,776)	(2,811)
Total Expenditure & Transfers	\$63,474	\$64,617	\$67,317
Net Operating Requirement	(\$2,276)	\$1,181	\$5,701
Full-Time Equivalents	304.6	328.1	328.1

Economic Development Corporation

2016-2018 Budget - Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	29,568	29,836	29,528
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	\$29,568	\$29,836	\$29,528
Expenditure & Transfers			
Personnel	22,192	23,038	23,832
Materials, Goods, and Supplies	657	660	663
External Services	19,094	19,603	19,105
Fleet Services	-	-	-
Intra-municipal Charges	1,154	1,185	1,201
Utilities & Other Charges	4,557	5,204	5,438
Transfer to Reserves	-	-	-
Subtotal	47,654	49,690	50,239
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$47,654	\$49,690	\$50,239
Net Operating Requirement	\$18,086	\$19,854	\$20,711
Full-Time Equivalents	312.0	327.0	327.0

Police Service

2016-2018 Budget - Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	42,540	40,642	41,896
Grants	27,573	27,923	28,846
Transfer from Reserves	20,384	22,292	22,292
Total Revenue & Transfers	\$90,497	\$90,857	\$93,034
Expenditure & Transfers			
Personnel	330,656	344,461	357,679
Materials, Goods, and Supplies	12,754	12,893	15,173
External Services	21,856	20,824	20,913
Fleet Services	6,199	6,344	6,476
Intra-municipal Charges	11,655	11,780	12,510
Utilities & Other Charges	11,606	11,025	11,388
Transfer to Reserves	5,228	5,181	5,754
Subtotal	399,954	412,508	429,893
Intra-municipal Recoveries	(2,144)	(2,144)	(2,145)
Total Expenditure & Transfers	\$397,810	\$410,364	\$427,748
Net Operating Requirement	\$307,313	\$319,507	\$334,714
Full-Time Equivalents	2,522.7	2,558.0	2,606.0

Public Libraries

2016 - 2018 Budget - Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
Fines, Fundraising, other	\$ 5,604	\$ 4,924	\$ 5,119
Provincial Grants	4,956	5,128	5,117
Transfer from Reserves	-	-	-
Total Revenue & Transfers	\$ 10,560	\$ 10,052	\$ 10,236
Expenditure & Transfers			
Personnel	37,232	38,561	40,676
Library Subscriptions	2,050	2,502	3,205
Materials and Equipment	2,075	2,180	2,330
Services	2,510	2,266	2,448
Utilities and Other Charges	3,344	3,591	3,422
Building Operations and Maintenance	2,887	2,110	2,934
Capital Project Financing	8,093	8,599	6,740
Transfer to Reserves	2,822	3,002	3,561
Subtotal	61,013	62,811	65,316
Intra-municipal recoveries	-	-	-
Total Expenditure & Transfers	\$ 61,013	\$ 62,811	\$ 65,316
Net Operating Requirement	\$50,453	\$52,759	\$55,080
Full-time Equivalents	516.6	518.4	521.7

Arts Council

Approved 2017 - 2018 Budget - Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
Transfer from Reserves	-	550	550
Total Revenue & Transfers	-	\$550	\$550
Expenditure & Transfers			
Arts Organizations	4,960	5,311	5,411
Festivals	1,972	2,012	2,052
Projects	1,449	1,478	1,507
Arts & Museums Facilities	1,141	1,164	1,188
Individual Arts	801	817	833
Community Arts	501	511	521
Multicultural Outreach	122	125	126
Celebration Grants	45	45	47
EAC Operating	1,283	1,728	1,870
Subtotal	12,274	13,191	13,555
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$12,274	\$13,191	\$13,555
Net Operating Requirement	\$12,274	\$12,641	\$13,005
Full-Time Equivalents	-	-	-

Combative Sports Commission

2016-2018 Budget - Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	60	60	60
Grants	-	-	-
Transfer from Reserves	-	-	95
Total Revenue & Transfers	\$60	\$60	\$155
Expenditure & Transfers			
Personnel	133	(3)	128
Materials, Goods, and Supplies	4	4	4
External Services	23	22	4
Fleet Services	-	-	-
Intra-municipal Charges	3	3	3
Utilities & Other Charges	33	34	16
Transfer to Reserves	-	-	-
Subtotal	196	60	155
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$196	\$60	\$155
Net Operating Requirement	\$136	-	-
Full-Time Equivalents			
	1.0	1.0	1.0

Federation of Community Leagues

2016-2018 Budget - Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Expenditure & Transfers			
Community League Operating	2,675	2,750	2,784
Community League Infrastructure	2,750	2,730	2,750
Community League Emerging	3	3	3
Community League - Utilities	106	111	116
EFCL - Operating	563	574	585
Total Expenditure & Transfers	\$6,097	\$6,168	\$6,238
Net Operating Requirement	\$6,097	\$6,168	\$6,238
Full-Time Equivalents	-	-	-

Fort Edmonton Park

2016-2018 Budget - Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	3,271	3,271	3,271
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	\$3,271	\$3,271	\$3,271
Expenditure & Transfers			
Personnel	3,310	3,443	3,617
Materials, Goods, and Supplies	620	631	642
External Services	2,094	2,229	2,267
Fleet Services	82	84	92
Intra-municipal Charges	399	399	399
Utilities & Other Charges	642	658	673
Transfer to Reserves	-	5	5
Subtotal	7,147	7,449	7,695
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$7,147	\$7,449	\$7,695
Net Operating Requirement	\$3,876	\$4,178	\$4,424
Full-Time Equivalents	56.0	56.0	56.0

Greater Edmonton Foundation

2016-2018 Budget - Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Other Revenue	19,109	19,682	20,273
Grants	3,984	4,448	5,267
Total Revenue & Transfers	\$23,093	\$24,130	\$25,540
Expenditure & Transfers			
Personnel	18,599	19,715	20,898
Materials, Goods, and Supplies	8,044	8,265	8,492
Debt Retirement & Capital Purchases	150	150	150
Transfer to Reserves	-	-	-
Total Expenditure & Transfers	\$26,793	\$28,130	\$29,540
Net Operating Requirement	\$3,700	\$4,000	\$4,000
Full-Time Equivalents	-	-	-

Heritage Council

2016-2018 Budget - Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	-	-	-
Grants	-	-	-
Transfer from Reserves	-	-	-
Total Revenue & Transfers	-	-	-
Expenditure & Transfers			
Personnel	-	-	-
Materials, Goods, and Supplies	-	-	-
External Services	-	-	-
Fleet Services	-	-	-
Intra-municipal Charges	-	-	-
Utilities & Other Charges	880	919	959
Transfer to Reserves	-	-	-
Subtotal	880	919	959
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$880	\$919	\$959
Net Operating Requirement	\$880	\$919	\$959
Full-Time Equivalents			
	-	-	-

2016-2018 Budget - Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
User Fees, Fines, Permits, etc.	170	172	88
Grants	1,165	1,172	377
Transfer from External Reserves	150	-	-
Total Revenue & Transfers	\$1,485	\$1,344	\$465
Expenditure & Transfers			
Personnel	1,062	1,083	1,105
General and Administrative	275	280	285
Communications	277	283	289
REACH Initiatives	3,600	3,483	2,626
Subtotal	5,214	5,129	4,305
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$5,214	\$5,129	\$4,305
Net Operating Requirement	\$3,729	\$3,785	\$3,840
Full-Time Equivalents	-	-	-

Space and Science Foundation

2016-2018 Budget - Summary by Category

(\$000)	2016 Adjusted Budget	2017 Adjusted Budget	2018 Budget
Revenue & Transfers			
Generated Revenues	10,600	10,710	11,710
Transfer from Reserves	-	-	-
Total Revenue & Transfers	\$10,600	\$10,710	\$11,710
Expenditure & Transfers			
Salaries, Wages, Benefits	6,020	6,189	6,361
Program Costs	3,700	3,700	4,100
Marketing	1,027	1,027	1,271
Building Operations	760	760	860
Office/Administration	1,064	1,064	1,164
Transfer to Reserves	58	40	65
Subtotal	12,629	12,780	13,821
Intra-municipal Recoveries	-	-	-
Total Expenditure & Transfers	\$12,629	\$12,780	\$13,821
Net Operating Requirement	\$2,029	\$2,070	\$2,111
Full-Time Equivalents	104.0	104.0	104.0

Approved 2018 User Fees, Fines, Permits

The following are the Fees, Fines & Permits that have been adjusted in the Fall 2017 Supplemental Operating Budget Adjustment. Please see the City of Edmonton website www.edmonton.ca for the complete listing.

Development Services User Fees

For 2018, most fees are approved to increase by inflation of 2%. In order to generate the revenues in the approved 2016-2018 budget, City Council approved the Bylaw Amendments and fee changes contained in Bylaw 13138 - Business Licence Bylaw: General fee increases in alignment with inflation.

	2016 Fee	2017 Fee	2018 Approved Fee	% Change
Combination Permit Fees				
New Single Detached Houses - 0-1050 sq. ft.	\$1,043.00	\$1,064.00	\$1,086.00	2%
New Single Detached Houses - 1051-1150 sq. ft.	\$1,175.00	\$1,199.00	\$1,223.00	2%
New Single Detached Houses - 1151-1250 sq. ft.	\$1,238.00	\$1,263.00	\$1,289.00	2%
New Single Detached Houses - 1251-1450 sq. ft.	\$1,386.00	\$1,414.00	\$1,443.00	2%
New Single Detached Houses - 1451-1650 sq. ft.	\$1,497.00	\$1,527.00	\$1,558.00	2%
New Single Detached Houses - 1651-1850 sq. ft.	\$1,610.00	\$1,643.00	\$1,676.00	2%
New Single Detached Houses - 1851-2050 sq. ft.	\$1,772.00	\$1,808.00	\$1,845.00	2%
New Single Detached Houses - 2051-2250 sq. ft.	\$1,883.00	\$1,921.00	\$1,960.00	2%
New Single Detached Houses - 2251-2500 sq. ft.	\$2,018.00	\$2,059.00	\$2,101.00	2%
New Single Detached Houses - 2501-3000 sq. ft.	\$2,306.00	\$2,353.00	\$2,401.00	2%
New Single Detached Houses - 3001-3500 sq. ft.	\$2,598.00	\$2,650.00	\$2,703.00	2%
New Single Detached Houses - 3501-4000 sq. ft.	\$3,118.00	\$3,181.00	\$3,245.00	2%
New Single Detached Houses - 4001-4500 sq. ft.	\$3,740.00	\$3,815.00	\$3,892.00	2%
New Single Detached Houses - 4501-5000 sq. ft.	\$4,487.00	\$4,577.00	\$4,669.00	2%
New Single Detached Houses - 5001-5500 sq. ft.	\$5,385.00	\$5,493.00	\$5,603.00	2%
New Single Detached Houses - 5501-6000 sq. ft.	\$6,462.00	\$6,592.00	\$6,724.00	2%
New Single Detached Houses - over 6000 sq. ft.	\$7,749.00	\$7,904.00	\$8,063.00	2%
Calculated Construction Value				
For new semi-detached, duplex, row-housing, or stacked rowhousing developments (per square foot)	N/A	\$120.00	\$115.00	-4%
For new apartment buildings:				
Up to 6 storeys of concrete, steel and wood construction	N/A	\$170.00	\$160.00	-6%
7-14 storeys of concrete or steel construction	N/A	\$185.00	\$175.00	-5%
15-25 storeys of concrete or steel construction	N/A	\$200.00	\$190.00	-5%
26 or more storeys of concrete or steel construction	N/A	\$250.00	\$240.00	-4%
For new underground parkade developments	N/A	\$105.00	\$95.00	-10%
Building Permit Fees*				
Additions and Alterations to Single Detached Housing - \$0-5,000 construction value	\$102.00	\$105.00	\$108.00	3%
Additions and Alterations to Single Detached Housing - \$5,001-10,000 construction value	\$148.00	\$151.00	\$155.00	3%
Additions and Alterations to Single Detached Housing - \$10,001-25,000 construction value	\$255.00	\$261.00	\$267.00	2%
Additions and Alterations to Single Detached Housing - \$25,001-50,000 construction value	\$475.00	\$485.00	\$495.00	2%

	2016 Fee	2017 Fee	2018 Approved Fee	% Change
Additions and Alterations to Single Detached Housing - \$50,001-100,000 construction value	\$922.00	\$941.00	\$960.00	2%
Additions and Alterations to Single Detached Housing - over \$100,000 construction value	\$1,796.00	\$1,832.00	\$1,869.00	2%
Minor Residential: accessory building, uncovered deck, hot tub, swimming pool, detached garage, single family house demolition, or mobile home move on	\$102.00	\$105.00	\$108.00	3%
Commercial, Industrial, Institutional, or Multi-Family (excluding new Semi-Detached, Duplex, Row-Housing or Stacked Row-Housing) Development (per \$1,000 of construction value) for the first \$1,000,000	\$10.00	\$10.20	\$10.40	2%
Commercial, Industrial, Institutional, or Multi-Family (excluding new Semi-Detached, Duplex, Row-Housing or Stacked Row-Housing) Development (per \$1,000 of construction value) over \$1,000,000	\$8.98	\$9.16	\$9.34	2%
New Semi-Detached, Duplex, Row-Housing or Stacked Row-Housing Developments (per sq. ft. of Floor Area)	\$1.20	\$1.22	\$1.24	2%
Commercial, Industrial, Institutional, or Multi-Family Development (minimum fee)	\$149.00	\$152.00	\$156.00	3%
Fire Inspection Fee	N/A	\$127.00	\$130.00	2%
Gas Permits Fees				
Permits for developments not listed above - \$0-15,000 construction value	\$158.00	\$162.00	\$166.00	2%
Permits for developments not listed above - \$15,001-500,000 construction value	\$232.00	\$237.00	\$242.00	2%
Permits for developments not listed above - \$500,001-1,000,000 construction value	\$311.00	\$318.00	\$325.00	2%
Permits for developments not listed above - \$1,000,001-5,000,000 construction value	\$466.00	\$476.00	\$486.00	2%
Permits for developments not listed above - over \$5,000,000 construction value	\$773.00	\$789.00	\$805.00	2%
Each additional meter set	\$41.00	\$42.00	\$43.00	2%
Temporary heat for Residential	\$102.00	\$105.00	\$108.00	
Temporary heat for Commercial	\$158.00	\$162.00	\$166.00	
Permits in relation to any single detached housing development or any single unit in a residential multi-family development (All residential permits outside of House Combo)	\$102.00	\$105.00	\$108.00	3%
Plumbing Permit Fees				
Permits for any multi-family residential development: fee per unit	\$102.00	\$105.00	\$108.00	3%
Permits for any multi-family residential development: fee per sewer connection	\$102.00	\$105.00	\$108.00	3%
Permits for any multi-family residential development: maximum fee per building	\$194.00	\$198.00	\$202.00	2%

	2016 Fee	2017 Fee	2018 Approved Fee	% Change
Permits in relation to any single detached housing development or any single unit in a residential multi-family development (All residential permits outside of House Combo (per unit))	\$102.00	\$105.00	\$108.00	3%
Permits for any other undertaking: for each \$1,000 of construction value	\$0.48	\$0.49	\$0.50	2%
Permits for any other undertaking: minimum fee	\$158.00	\$162.00	\$166.00	2%
Heating, Venting, and Air Conditioning Permit Fees				
Permits for any multi-family residential development for each \$1,000 construction value	\$0.56	\$0.57	\$0.58	2%
Permits to alter or replace an existing heating, ventilation and air-conditioning system in a multi-family residential development	\$102.00	\$105.00	\$108.00	3%
Permits in relation to any single detached housing development or any single unit in a residential multi-family development	\$102.00	\$105.00	\$108.00	3%
Permits for any other undertaking: for each \$1,000 of construction value	\$0.56	\$0.57	\$0.58	2%
Permits for any other undertaking: minimum fee	\$158.00	\$162.00	\$166.00	2%
Hoarding Permit Fees				
(a) If the hoarding does not project onto road surface (for each lineal metre of right-of-way occupied by the hoarding between the property line and the edge of the surface of the roadway)	\$4.88	\$4.97	\$5.07	2%
(b) If the hoarding projects no more than 2.4 metres from the edge of the road (per square metre of road surface occupied by the hoarding to maximum projection of 2.4 metres from the edge of the road plus the amount identified in subsection (a))	\$3.81	\$3.89	\$3.97	2%
(c) If the hoarding projects more than 2.4 metres from the edge of the road (per square metre of road surface occupied by the hoarding which projects further than 2.4 metres from the edge of the road, plus the amount identified in subsections (a) and (b))	\$14.91	\$15.21	\$15.51	2%
(d) If the hoarding projects no more than 1.5 metres onto a lane (per square metre of lane surface occupied by the hoarding to a maximum projection of 1.5 metres from the property line)	\$3.81	\$3.89	\$3.97	2%
(e) If the hoarding projects more than 1.5 metres onto a lane (per square metre of lane surface occupied by the hoarding which projects further than 1.5 metres from the property line plus the amount identified in subsection (d))	\$14.91	\$15.21	\$15.51	2%
Electrical Permit Fees				
New Single Detached Houses - Underground Service Cable Permit	\$77.00	\$79.00	\$81.00	3%

	2016 Fee	2017 Fee	2018 Approved Fee	% Change
New Single Detached Houses - Wiring Permit - 0-1050 sq. ft.	\$218.00	\$223.00	\$228.00	2%
New Single Detached Houses - Wiring Permit - 1051-1150 sq. ft.	\$227.00	\$232.00	\$237.00	2%
New Single Detached Houses - Wiring Permit - 1151-1250 sq. ft.	\$236.00	\$241.00	\$246.00	2%
New Single Detached Houses - Wiring Permit - 1251-1450 sq. ft.	\$245.00	\$250.00	\$255.00	2%
New Single Detached Houses - Wiring Permit - 1451-1650 sq. ft.	\$254.00	\$260.00	\$266.00	2%
New Single Detached Houses - Wiring Permit - 1651-1850 sq. ft.	\$265.00	\$271.00	\$277.00	2%
New Single Detached Houses - Wiring Permit - 1851-2050 sq. ft.	\$276.00	\$282.00	\$288.00	2%
New Single Detached Houses - Wiring Permit - 2051-2250 sq. ft.	\$287.00	\$293.00	\$299.00	2%
New Single Detached Houses - Wiring Permit - 2251-2500 sq. ft.	\$298.00	\$304.00	\$311.00	2%
New Single Detached Houses - Wiring Permit - 2501-3000 sq. ft.	\$310.00	\$317.00	\$324.00	2%
New Single Detached Houses - Wiring Permit - 3001-3500 sq. ft.	\$323.00	\$330.00	\$337.00	2%
New Single Detached Houses - Wiring Permit - 3501-4000 sq. ft.	\$335.00	\$342.00	\$349.00	2%
New Single Detached Houses - Wiring Permit - 4001-4500 sq. ft.	\$348.00	\$355.00	\$363.00	2%
New Single Detached Houses - Wiring Permit - 4501-5000 sq. ft.	\$363.00	\$371.00	\$379.00	2%
New Single Detached Houses - Wiring Permit - 5001-5500 sq. ft.	\$377.00	\$385.00	\$393.00	2%
New Single Detached Houses - Wiring Permit - 5501-6000 sq. ft.	\$392.00	\$400.00	\$408.00	2%
New Single Detached Houses - Wiring Permit - over 6000 sq. ft.	\$407.00	\$416.00	\$425.00	2%
New Semi-Detached and Row Housing - Underground (Meter) Permit	\$77.00	\$79.00	\$81.00	3%
New Semi-Detached and Row Housing - Wiring Permit	\$204.00	\$209.00	\$214.00	2%
New Apartment Units - Underground (Meter) Permit	\$166.00	\$170.00	\$174.00	2%
New Apartment Units - Wiring Permit (per dwelling)	\$108.00	\$111.00	\$114.00	3%
Service Change - applied for by the owner who resides in a single family residential dwelling	\$189.00	\$193.00	\$197.00	2%
Minor Alterations (Garages, Basements, etc.) - applied for by the owner who resides in a single family residential dwelling	\$138.00	\$141.00	\$144.00	2%
Annual Electrical Permit (Minimum Fee)	N/A	\$300.00	\$306.00	2%
Annual Electrical Permit - \$300 plus \$1 for each \$100 of Installation Cost	N/A	\$1.00	\$1.02	2%

	2016 Fee	2017 Fee	2018 Approved Fee	% Change
Permit for a temporary event, fee per hour, or portion thereof, of inspection and reporting required: fee for the first hour	\$138.00	\$141.00	\$144.00	2%
Permit for a temporary event, fee per hour, or portion thereof, of inspection and reporting required: fee for each additional hour	\$108.00	\$111.00	\$114.00	3%
Double those amounts for inspections required before 8 A.M. or after 5 P.M. (after house inspection) on weekdays or any inspections on weekends or statutory holiday, for with a minimum charge (for first 3 hours) of:	\$490.00	\$500.00	\$510.00	2%
After hour inspection- Each Additional hour after first 3 hours.	\$240.00	\$245.00	\$250.00	2%
Stand Alone Electrical Permits (based on electrical installation cost): \$0 - \$3,000	\$138.00	\$141.00	\$144.00	2%
Stand Alone Electrical Permits (based on electrical ins cost): \$3,001 - \$10,000, plus	\$63.00	\$65.00	\$67.00	3%
the Electrical Installation Cost multiplied by:	0.0252	0.0257	0.0262	2%
\$10,001 - \$50,000, plus	\$255.00	\$261.00	\$267.00	2%
the Electrical Installation Cost multiplied by:	0.00571	0.00583	0.0059	2%
\$50,001 - \$250,000, plus	\$337.00	\$344.00	\$351.00	2%
the Electrical Installation Cost multiplied by:	0.00418	0.00427	0.0044	2%
Over \$250,000, plus	\$918.00	\$937.00	\$956.00	2%
the Electrical Installation Cost multiplied by:	0.0019	0.0020	0.0020	2%
Electrical Permits obtained in connection with other permits (based on total construction value): \$0 - \$24,000	\$138.00	\$141.00	\$144.00	2%
Electrical Permits obtained in connection with other permits (based on total construction value): \$24,001 - \$80,000, plus	\$63.00	\$65.00	\$67.00	3%
the Construction Value multiplied by:	0.00316	0.00323	0.00329	2%
Electrical Permits obtained in connection with other permits (based on total construction value): \$80,001 - \$400,000, plus	\$255.00	\$261.00	\$267.00	2%
the Construction Value multiplied by:	0.00071	0.00073	0.00074	2%
Electrical Permits obtained in connection with other permits (based on total construction value): \$400,001 - \$2,000,000, plus	\$337.00	\$344.00	\$351.00	2%
the Construction Value multiplied by:	0.00052	0.00053	0.00054	2%
Electrical Permits obtained in connection with other permits (based on total construction value): Over \$2,000,000, plus	\$918.00	\$937.00	\$956.00	2%
the Construction Value multiplied by:	0.00024	0.00025	0.00025	2%
Additional Fees				
The fee for an additional inspection or revision of plan examination (minimum)	\$245.00	\$250.00	\$255.00	2%
Any interior alterations to a commercial or industrial building that are commenced without a permit is double the regular permit fees, plus	\$369.00	\$377.00	\$385.00	2%

	2016 Fee	2017 Fee	2018 Approved Fee	% Change
Outstanding Orders Search (per title lot)	\$102.00	\$105.00	\$108.00	3%
Occupant Load Certificate	\$102.00	\$105.00	\$108.00	3%
If a permit is extended or reactivated, the Owner shall pay a fee equal to one-half (1/2) of the amount required for a new permit for such project, provided no changes have been made or proposed to what was originally approved.	1/2 ORIGINAL PERMIT COST	1/2 ORIGINAL PERMIT COST	1/2 ORIGINAL PERMIT COST	1/2 ORIGINAL PERMIT COST
*Administrative: Where circulation has not commenced, \$105.00 or 20% of the development permit fee (whichever is greater) will be retained for administration costs. Where circulation has commenced or if a decision has been made, there will be no refund of the fees paid.				
Development Permits and Compliance Fees*				
A. Residential Applications				
Accessory Buildings, Swimming Pools, Uncovered Decks	\$108.00	\$113.00	\$116.00	3%
Hot tubs, Solar Panels (unless part of another development permit application)	\$108.00	\$113.00	\$116.00	3%
Additions to Single Detached, Duplex, or Semi-Detached Housing	\$393.00	\$409.00	\$418.00	2%
Exterior Alterations to Single Detached, Duplex, or Semi-Detached Housing	\$159.00	\$166.00	\$170.00	2%
Cisterns, septic tanks or other underground water and wastewater retention facilities	N/A	N/A	\$170.00	
Water Retention Structures	N/A	N/A	\$170.00	
Over-height Fences, Recreational Vehicle Parking	\$165.00	\$172.00	\$176.00	2%
Secondary Suites, Garden Suites (outside of the combo permit)	\$266.00	\$277.00	\$283.00	2%
combo permit application), Duplex, Semi-detached, Residential Sales Centres	\$456.00	\$475.00	\$485.00	2%
Mobile Home Move On and Additions	\$160.00	\$167.00	\$171.00	2%
New or Additions to Apartment and Row Housing, and all other housing not listed above, up to four dwelling units	\$786.00	\$818.00	\$835.00	2%
Plus, for each additional dwelling unit	\$70.00	\$73.00	\$75.00	3%
Exterior Alterations to Existing Apartment Units or Row Housing Units	\$340.00	\$354.00	\$362.00	2%
Minor Home Occupation	\$117.00	\$122.00	\$125.00	2%
Major Home Occupation	\$297.00	\$309.00	\$316.00	2%
Group Homes, Limited Group Homes	\$319.00	\$332.00	\$339.00	2%
Residential Move On	\$319.00	\$332.00	\$339.00	2%
B. Commercial, Industrial, Institutional, Mixed-Use Applications				
For new buildings or additions to existing buildings with a gross Floor Area up to 500 m ² (5,381.95 sq. ft.)	\$893.00	\$929.00	\$948.00	2%
Plus, for each additional 100 m ² (1,076.39 sq. ft.) of gross floor area or part thereof in commercial portion	\$90.00	\$94.00	\$96.00	2%

	2016 Fee	2017 Fee	2018 Approved Fee	% Change
For new mixed-use buildings with a gross Floor Area up to 500 m ² in commercial portion and up to four dwelling units in residential portion	\$1,740.00	\$1,810.00	\$1,847.00	2%
Plus, for each additional 100 m ² (1,076.39 sq. ft.) of gross floor area or part thereof in commercial portion	\$90.00	\$94.00	\$96.00	2%
Plus, for each additional dwelling unit in residential portion	\$70.00	\$73.00	\$75.00	3%
Exterior alterations or renovations to existing buildings	\$340.00	\$354.00	\$362.00	2%
Outdoor Patio, Temporary Event Tents, Temporary Garden Greenhouse, Garden Centre, Solar Panels	\$340.00	\$354.00	\$362.00	2%
Sidewalk Café (includes licence) per 5 years	N/A	\$500.00	\$510.00	2%
Commercial Move On	\$828.00	\$862.00	\$880.00	2%
C. All Land Use Applications				
Change of Use - Permitted Use or Uses in Direct Control Districts	\$260.00	\$271.00	\$277.00	2%
Change of Use - Discretionary Use	\$323.00	\$500.00	\$510.00	2%
Child Care Services	\$306.00	\$319.00	\$326.00	2%
Demolitions	\$80.00	\$84.00	\$86.00	2%
Vehicular Parking Lots	\$786.00	\$818.00	\$835.00	2%
Cell Tower - Rooftop	\$2,472.00	\$2,571.00	\$2,623.00	2%
Cell Tower - Freestanding	\$3,310.00	\$3,443.00	\$3,512.00	2%
Temporary Signs - permit valid for up to 90 days	\$87.00	\$91.00	\$93.00	2%
Temporary Signs - permit valid for over 90 days	\$261.00	\$272.00	\$278.00	2%
Fascia Signs	\$87.00	\$91.00	\$93.00	2%
Freestanding, Projecting or Roof Signs	\$261.00	\$272.00	\$278.00	2%
Digital Signs	\$425.00	\$442.00	\$451.00	2%
Urban Indoor Farm	\$50.00	\$52.00	\$54.00	4%
Urban Outdoor Farm	\$254.00	\$265.00	\$271.00	2%
Urban Garden	\$50.00	\$52.00	\$54.00	4%
Satellite Signal Receiving Antennae, Amateur Radio Antennae and support structures	\$176.00	\$184.00	\$188.00	2%
D. Compliance Certificates / Zoning Confirmation				
Compliance Certificate - Single Detached, Semi-Detached, Duplex - Regular Service	\$123.00	\$128.00	\$131.00	2%
Compliance Certificate - Single Detached, Semi-Detached, Duplex - Express Service	\$244.00	\$254.00	\$260.00	2%
Compliance Certificate - Others (Multi-family, Commercial, Industrial) - Regular Service	\$255.00	\$266.00	\$272.00	2%
Compliance Certificate - Others (Multi-family, Commercial, Industrial) - Express Service	\$509.00	\$530.00	\$541.00	2%
Compliance Certificate Restamp	\$77.00	\$81.00	\$83.00	2%
Written Confirmation of Zoning (per site)	\$102.00	\$107.00	\$110.00	3%
Search of File for Outstanding Orders (per site)	\$102.00	\$107.00	\$110.00	3%
E. Leave as Built Permit				
Accessory building for house	\$102.00	\$107.00	\$110.00	3%

	2016 Fee	2017 Fee	2018 Approved Fee	% Change
Single Detached House, Semi-Detached House, Duplex	\$153.00	\$160.00	\$164.00	3%
Other than above (Multi-Family, Commercial, Industrial, etc.)	\$357.00	\$372.00	\$380.00	2%
F. Additional Fees				
Notification fee - Minor residential applications. Includes: accessory building, uncovered deck, swimming pool, hot tub, additions, exterior alterations, over-height fence, etc.	\$41.00	N/A	N/A	
Notification fee - All other applications. Includes: secondary suites, new house construction, all commercial and industrial permits, group homes, signs, etc. Excludes major home occupation	\$102.00	N/A	N/A	
Developments Existing Without Permits	Double the regular application fee	Double the regular application fee	Double the regular application fee	Double the regular application fee
Minor Amendment to Development Permit Application - Minor Residential Applications	\$102.00	\$107.00	\$110.00	3%
Minor Amendment to Development Permit Application - Single Detached House, Semi-Detached House, Duplex	\$153.00	\$160.00	\$164.00	3%
Minor Amendment to Development Permit Application - Other than above (Multi-Family, Commercial, Industrial, etc.)	\$357.00	\$372.00	\$380.00	2%
Re-circulation (3rd and subsequent recirculation)	50% of original permit fee	50% of original permit fee	50% of original permit fee	50% of original permit fee
Pre-application Meeting	\$306.00	\$319.00	\$326.00	2%
Development Permit Inspections - Row Housing, Stacked Row Housing, and Apartment Housing; Commercial Uses; Industrial Uses; Basic Service Uses; Community, Educational, Recreational and Cultural Service Uses; and any other development, at the discretion of the Development Officer	N/A	\$500.00	\$510.00	2%
Re-Inspection Fees for Row Housing, Stacked Row Housing, and Apartment Housing; Commercial Uses; Industrial Uses; Basic Service Uses; Community, Educational, Recreational and Cultural Service Uses; and any other development, at the discretion of the Development Officer - Additional inspection fee (applicable after the 1st two inspections); and the additional fee will be due prior to the subsequent inspections occurring	N/A	\$500.00	\$510.00	2%
Development Permit Inspections - new Single Detached Housing, new Semi-detached Housing, new Duplex Housing, and new Garden Suites for all lands within the area of application of the Mature Neighbourhood Overlay	N/A	\$200.00	\$204.00	2%

	2016 Fee	2017 Fee	2018 Approved Fee	% Change
Re-Inspection Fees for new Single Detached Housing, new Semi-detached Housing, new Duplex Housing, and new Garden Suites for all lands within the area of application of the Mature Neighbourhood Overlay - Additional inspection fee (applicable after the 1st two inspections); and the additional fee will be due prior to the subsequent inspections occurring	N/A	\$200.00	\$204.00	2%
Lot Grading Inspection - Single family residential	\$135.00	\$140.00	\$143.00	2%
Lot Grading Inspection - Semi-detached residential	\$135.00	\$140.00	\$143.00	2%
Lot Grading Inspection - Multi-family residential	\$220, plus \$55 per dwelling unit on the first level containing a dwelling unit	\$227, plus \$57 per dwelling unit on the first level containing a dwelling unit	\$232, plus \$58 per dwelling unit on the first level containing a dwelling unit	2%
Lot Grading Inspection - Any other premise type	\$220 per hectare, subject to a minimum fee of \$220	\$227 per hectare, subject to a minimum fee of \$227	\$232 per hectare, subject to a minimum fee of \$232	2%
*Administrative: Where circulation has not commenced, \$105.00 or 20% of the development permit fee (whichever is greater) will be retained for administration costs. Where circulation has commenced or if a decision has been made, there will be no refund of the fees paid.				
* The Development Officer may reduce or waive Development Permit Fees, including any additional fees, where payment of the fee will result in a hardship or an inequity.				

Land Development Application Fees

A. Rezoning Applications

Rezoning - Zone Category 1 to 1;	\$1,248.00	\$1,273.00	\$1,299.00	2%
Rezoning - Zone Category 2 to 2	\$1,456.00	\$1,486.00	\$1,516.00	2%
Rezoning - Zone Category 2 to 1,6; Zone Category 3 to 1,2,3,4,6; Zone Category 4 to 1,2,3,4; Zone Category 5 to 1,2,3,4; Zone Category 6 to 1,2; Zone Category 7 to 1,2; Zone Category 8 to 1,2	\$1,456.00	\$1,486.00	\$1,516.00	2%
Rezoning - Zone Category 1 to 8; Zone Category 4 to 6; Zone Category 5 to 5; Zone Category 6 to 3,4; Zone Category 7 to 6	\$1,768.00	\$1,804.00	\$1,841.00	2%

	2016 Fee	2017 Fee	2018 Approved Fee	% Change
Rezoning - Zone Category 1 to 2,6; Zone Category 2 to 3; Zone Category 5 to 6,8; Zone Category 6 to 8; Zone Category 7 to 3,4,8; Zone Category 8 to 3,4,6	\$2,184.00	\$2,228.00	\$2,273.00	2%
Rezoning - Zone Category 1 to 3; Zone Category 2 to 4; Zone Category 4 to 5; Zone Category 6 to 5; Zone Category 7 to 5,7; Zone Category 8 to 5	\$3,120.00	\$3,183.00	\$3,247.00	2%
Rezoning - Zone Category 1 to 7; Zone Category 2 to 7; Zone Category 3 to 7; Zone Category 8 to 7;	\$3,640.00	\$3,713.00	\$3,788.00	2%
Rezoning - Zone Category 1 to 4; Zone Category 4 to 7; Zone Category 5 to 7; Zone Category 6 to 6	\$4,160.00	\$4,244.00	\$4,329.00	2%
Rezoning - Zone Category 1 to 5; Zone Category 2 to 5; Zone Category 3 to 5;	\$4,472.00	\$4,562.00	\$4,654.00	2%
Rezoning - Zone Category 2 to 8; Zone Category 3 to 8; Zone Category 4 to 8	\$2,600.00	\$2,652.00	\$2,706.00	2%
Rezoning - Zone Category 6 to 7	\$4,992.00	\$5,092.00	\$5,194.00	2%
Rezoning - Zone Category 8 to 8	\$1,560.00	\$1,592.00	\$1,624.00	2%
Rezoning - Direct Control - Administrative	\$6,298.00	\$6,424.00	\$6,553.00	2%
Rezoning - Direct Control - Minor (Base Fee)	\$6,298.00	\$6,424.00	\$6,553.00	2%
Rezoning - Direct Control - Minor (plus, per m ² of	\$0.50	\$0.51	\$0.52	2%
Rezoning - Direct Control - Major (Base Fee)	\$12,595.00	\$12,847.00	\$13,104.00	2%
Rezoning - Direct Control - Major (plus, per m ² of buildable floor area = site size * FAR)	\$0.85	\$0.87	\$0.88	2%
Text Amendment to the Zoning Bylaw	\$2,122.00	\$10,000.00	\$10,200.00	2%
B. Concept Plans and Plan Amendments				
Municipal Development Plan Amendment	\$8,487.00	\$8,657.00	\$8,831.00	2%
Area Structure Plan, Neighbourhood Structure Plan, Servicing Design Concept Brief, Outline Plan (per gross ha)	\$287.00	\$293.00	\$299.00	2%
Area Structure Plan, Neighbourhood Structure Plan, Servicing Design Concept Brief, Outline Plan (minimum fee)	\$2,599.00	\$2,651.00	\$2,705.00	2%
Area Structure Plan Amendment (per gross ha)	\$287.00	\$293.00	\$299.00	2%
Area Structure Plan Amendment (minimum fee)	\$2,599.00	\$2,651.00	\$2,705.00	2%
Neighbourhood Structure Plan Amendment , Area Redevelopment Plan Amendment(per gross ha)	\$287.00	\$293.00	\$299.00	2%
Neighbourhood Structure Plan Amendment, Area Redevelopment Plan Amendment (minimum fee)	\$2,599.00	\$2,651.00	\$2,705.00	2%

	2016 Fee	2017 Fee	2018 Approved Fee	% Change
C. Road Closure Applications				
Road Closure Application Fee	\$1,148.00	\$1,486.00	\$1,516.00	2%
D. Addressing Fees				
Change of Address (per address)	\$344.00	\$351.00	\$359.00	2%
E. Show Home Agreement				
Show Home Agreement Application Fee	\$1,020.00	\$1,041.00	\$1,062.00	2%
F. Subdivisions and Condominium Applications				
Subdivision Application Fee - each lot designated for single detached or semi-detached dwelling	\$265.00	\$271.00	\$277.00	2%
Subdivision Application Fee - each lot designated for multiple residential development	\$2,436.00	\$2,485.00	\$2,535.00	2%
Subdivision Application Fee - each lot designated for commercial development	\$1,598.00	\$1,630.00	\$1,663.00	2%
Subdivision Application Fee - each lot designated for industrial development - 0.5 ha or less	\$660.00	\$674.00	\$688.00	2%
Subdivision Application Fee - each lot designated for industrial development - 0.5 ha to 1 ha	\$1,319.00	\$1,346.00	\$1,373.00	2%
Subdivision Application Fee - each lot designated for industrial development - 1 ha to 1.5 ha	\$1,985.00	\$2,025.00	\$2,066.00	2%
Subdivision Application Fee - each lot designated for industrial development - over 1.5 ha	\$2,650.00	\$2,703.00	\$2,758.00	2%
Subdivision Application Fee - each lot designated but not covered by the above categories, except reserve lot or public utility lot	\$265.00	\$271.00	\$277.00	2%
Subdivision Endorsement Fee - each lot designated for single detached or semi-detached dwelling	\$636.00	\$649.00	\$662.00	2%
Subdivision Endorsement Fee - each lot designated for multiple residential development	\$2,812.00	\$2,869.00	\$2,927.00	2%
Subdivision Endorsement Fee - each lot designated for commercial development	\$1,973.00	\$2,013.00	\$2,054.00	2%
Subdivision Endorsement Fee - each lot designated for industrial development - 0.5 ha or less	\$1,037.00	\$1,058.00	\$1,080.00	2%
Subdivision Endorsement Fee - each lot designated for industrial development - 0.5 ha to 1 ha	\$1,690.00	\$1,724.00	\$1,759.00	2%
Subdivision Endorsement Fee - each lot designated for industrial development - 1 ha to 1.5 ha	\$2,361.00	\$2,409.00	\$2,458.00	2%
Subdivision Endorsement Fee - each lot designated for industrial development - over 1.5 ha	\$3,067.00	\$3,129.00	\$3,192.00	2%
Subdivision Endorsement Fee - each lot designated but not covered by the above categories, except reserve lot or public utility lot	\$636.00	\$649.00	\$662.00	2%
Processing after Subdivision Authority Staging Request fee (per request)	\$408.00	\$417.00	\$426.00	2%
Time Extension for Endorsement	\$408.00	\$417.00	\$426.00	2%

	2016 Fee	2017 Fee	2018 Approved Fee	% Change
Bare Land Condominium Fees				
Bare Land Condominium Application Fee (per bare land unit to be created)	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees
Bare Land Condominium Endorsement Fee (per bare land unit to be created)	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees
Flat fee for parking stalls converted to a bare land unit (per stall)	\$149.00	\$152.00	\$156.00	3%
Strata Space Plan Fees				
Strata Space Plan Application Fee	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees
Strata Space Plan Endorsement Fee	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees	Refer to Subdivision Fees
Condominium Fees				
Application fee per unit excluding common property pursuant to the Condominium Property Regulation	\$40.00	\$41.00	\$40.00	-2%
Flat fee for parking stalls converted to condominium units (per stall)	\$25.00	\$26.00	\$27.00	4%
G. Additional Land Development Application Fees				
Re-circulation (3rd and subsequent recirculation)	\$1,020.00	\$1,041.00	\$1,062.00	2%
Authorization Fee	\$2,599.00	\$2,651.00	\$2,705.00	2%
Pre-Application Meeting	\$306.00	\$313.00	\$320.00	2%
Advertising Fee	\$1,312.00	\$1,339.00	\$1,366.00	2%
Re-notification Fee	\$1.00	\$2.00	\$3.00	50%
DC2 Notification Fee (per label)	\$37.00	\$38.00	\$39.00	3%
DC2 Notification Fee minimum	\$1.00	\$2.00	\$3.00	50%
International Notification Fee (per label)	\$3.00	\$4.00	\$5.00	25%
Vending Permit Fees				
Vending Permit Fee - Standard Vendor, per month	\$115.00	\$118.00	\$121.00	3%
Vending Permit Fee - Standard Vendor, per day	\$12.00	\$13.00	\$14.00	8%
Vending Permit Fee - Not for Profit, per month	\$21.00	\$22.00	\$23.00	5%
Vending Permit Fee - Artist, per month	\$11.00	\$12.00	\$13.00	8%
Umbrella Vending Permit - Standard Vendor, vendor per event	\$58.00	\$60.00	\$62.00	3%
Umbrella Vending Permit - Not for Profit Vendor, vendor per event	\$21.00	\$22.00	\$23.00	5%
Umbrella Vending Permit - Artist, vendor per event	\$11.00	\$12.00	\$13.00	8%
Special Event Vending Permit - Standard Vendor, per event	\$36.00	\$37.00	\$38.00	3%
Special Event Vending Permit - Not for Profit Vendor, per event	\$21.00	\$22.00	\$23.00	5%
Special Event Vending Permit - Artist, per event	\$11.00	\$12.00	\$13.00	8%
Business Licence - Bylaw 13138				
Licence Fee: Adult Theatre	\$2,236.00	\$2,281.00	\$2,327.00	2%

	2016 Fee	2017 Fee	2018 Approved Fee	% Change
Licence Fee: After Hours Dance Club	\$595.00	\$607.00	\$620.00	2%
Licence Fee: After Hours Dance Event	\$373.00	\$381.00	\$389.00	2%
Licence Fee: Alcohol Sales (Consumption off Premises)	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Alcohol Sales (Consumption on Premises/Minors Allowed)	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Alcohol Sales (Consumption on Premises/Minors Prohibited)	\$595.00	\$607.00	\$620.00	2%
Licence Fee: Amusement Establishment	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Auction Establishment	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Bed and Breakfast	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Bingo Establishment	\$459.00	\$469.00	\$479.00	2%
Licence Fee: Body Rub Centre	\$761.00	\$777.00	\$620.00	-20%
Licence Fee: Body Rub Practitioner	\$225.00	\$230.00	\$0.00	-100%
Licence Fee: Carnival (25 or more shows/games/rides); fee per day	\$1,781.00	\$1,817.00	\$1,854.00	2%
Licence Fee: Carnival (25 or more shows/games/rides); maximum per year	\$17,808.00	\$18,165.00	\$18,529.00	2%
Licence Fee: Carnival (less than 25 shows/games/rides)	\$748.00	\$763.00	\$779.00	2%
Licence Fee: Casino Establishment	\$2,983.00	\$3,043.00	\$3,104.00	2%
Licence Fee: Commercial Leasing	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Commercial Schools	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Construction Vehicle and Equipment Sales/Rentals	\$225.00	\$230.00	\$235.00	2%
Consultation Fee	\$72.00	\$74.00	\$76.00	3%
Licence Fee: Delivery/Transportation Services (per vehicle)	\$72.00	\$74.00	\$76.00	3%
Licence Fee: Escort	\$225.00	\$230.00	\$0.00	-100%
Licence Fee: Escort Agency	\$5,967.00	\$6,087.00	\$6,209.00	2%
Licence Fee: Escort Agency (Independent)	\$1,061.00	\$1,083.00	\$0.00	-100%
Licence Fee: Exhibition Hall	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Exotic Entertainer	\$225.00	\$230.00	\$0.00	-100%
Licence Fee: Exotic Entertainment Agency	\$5,967.00	\$6,087.00	\$6,209.00	2%
Licence Fee: Exotic Entertainment Venue	\$544.00	\$555.00	\$620.00	12%
Licence Fee: Farmers' Market	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Festival	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Firearm/Ammunition Dealer	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Flea Market	\$459.00	\$469.00	\$479.00	2%
Licence Fee: Flea Market Vendor	\$51.00	\$53.00	\$55.00	4%
Licence Fee: Food Processing	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Funeral, Cremation and Cemetery Services	\$225.00	\$230.00	\$235.00	2%
Licence Fee: General Business	\$225.00	\$230.00	\$235.00	2%
Licence Fee: General Contractor	\$225.00	\$230.00	\$235.00	2%
Licence Fee: General Industrial	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Health Enhancement Centre	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Health Enhancement Centre (Independent)	\$225.00	\$230.00	\$235.00	2%

	2016 Fee	2017 Fee	2018 Approved Fee	% Change
Licence Fee: Health Enhancement Practitioner	\$87.00	\$89.00	\$91.00	2%
Licence Fee: Home Based Business	\$50.00	\$51.00	\$53.00	4%
Licence Fee: Livestock Operation	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Major Retail Store	\$459.00	\$469.00	\$479.00	2%
Licence Fee: Minor Retail Store	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Non-Profit Organization	\$41.00	\$42.00	\$43.00	2%
Licence Fee: Non-Resident Fee	\$518.00	\$529.00	\$540.00	2%
Licence Fee: Participant Recreation Services	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Pawn Shop	\$459.00	\$469.00	\$479.00	2%
Licence Fee: Personal Service Shop	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Rental Accommodation	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Restaurant or Food Service	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Second Hand Store	\$459.00	\$469.00	\$479.00	2%
Service Fee	\$46.00	\$47.00	\$48.00	2%
Licence Fee: Small Animal Breeding/Boarding Establishment	\$459.00	\$469.00	\$479.00	2%
Licence Fee: Spectator Entertainment Establishment	\$459.00	\$469.00	\$479.00	2%
Licence Fee: Tobacco Sales	\$459.00	\$469.00	\$479.00	2%
Licence Fee: Travelling or Temporary Sales	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Travelling or Temporary Sales (1-3 Days)	\$51.00	\$53.00	\$55.00	4%
Licence Fee: Travelling or Temporary Food Sales	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Travelling or Temporary Food Sales (1-3 Days)	\$51.00	\$53.00	\$55.00	4%
Licence Fee: Vehicle Fuelling Station	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Vehicle Repair	\$225.00	\$230.00	\$235.00	2%
Licence Fee: Vehicle Sales/Rentals	\$225.00	\$230.00	\$235.00	2%

Community Recreation Facilities

	2016 Fee	2017 Fee	2018 Approved Fee	% Change
Victoria and Riverside Golf Courses				
Monday to Thursday				
9 Holes	\$31.00	\$31.00	\$32.00	3%
18 Holes	\$47.00	\$47.00	\$48.00	2%
Friday, Saturday, Sunday and Holidays				
9 Holes	\$35.00	\$35.00	\$36.00	3%
18 Holes	\$58.00	\$58.00	\$59.00	2%
Athletic Fields (per hour)				
Standard Artificial Turf (Clareview, Jasper Place Bowl, Millwoods)				
Field - Adult	\$0.00	\$0.00	\$105.00	
Field - Minor	\$0.00	\$0.00	\$74.00	

Edmonton Transit

	2016 Fee	2017 Fee	2018 Approved Fee	% Change
Monthly Passes				
AISH/Ride Transit ¹	\$35.00	\$35.00	\$35.00	0%
DATS ²	\$91.50	\$94.25	N/A	
Charter Rates	\$138.00	\$141.00	\$155.00	10%

¹Effective September 1, 2017 - ETS AISH (Assured Income for the Severely Handicapped) Transit Pass Program will become part of the Ride Transit Program.

²Effective September 1, 2017 - DATS Monthly passes are no longer sold. Regular Adult passes are now accepted for DATS trips.

Parks and Roads Services

	2016 Fee	2017 Fee	2018 Approved Fee	% Change
"Standard" Diamonds/Rectangular Fields				
Adult	\$5.05	\$5.15	\$5.25	2%
Minor	\$0.00	\$0.00	\$0.00	0%

City Planning SSSF Rates

	2016 Fee	2017 Fee	2018 Approved Fee	% Change
Expansion Assessment				
North Edmonton Sanitary Trunk (NEST per hectare)	\$22,367.00	\$22,367.00	\$23,270.00	4%
South Edmonton Sanitary Sewer (SESS per hectare)	\$22,367.00	\$22,367.00	\$23,270.00	4%
Terwillegar and University Farms (TURF per hectare)	\$22,367.00	\$22,367.00	\$23,270.00	4%
West Edmonton Sanitary Sewer (WESS per hectare)	\$27,962.00	\$27,962.00	\$29,091.00	4%
Sanitary Sewer Trunk Charges				
Single Family or Duplex (per dwelling)	\$1,566.00	\$1,566.00	\$1,629.00	4%
Multi-Family (per dwelling)	\$1,118.00	\$1,118.00	\$1,163.00	4%
Secondary Suite (per dwelling)	\$693.00	\$693.00	\$721.00	4%
Commercial/Industrial/Institutional (per hectare)	\$7,832.00	\$7,832.00	\$8,148.00	4%

As stated in the EPCOR Drainage Bylaw 18100 approved by Council on September 12, 2017, commencing January 1, 2018 and for each subsequent year on that date the Sanitary Sewer Trunk Charge shall be adjusted in accordance with an adjustment notice provided by the City of Edmonton, as applicable.

2016, 2017 and 2018 Non-cash Budget

(\$000)

	Amortization			Contributed Assets		
	2016 Budget	2017 Budget	2018 Budget	2016 Budget	2017 Budget	2018 Budget
Boards & Commissions						
Police Service	16,060	16,885	20,528	-	-	-
Public Library	9,901	10,101	10,264	-	-	-
Civic Departments						
Citizen Services						
Community & Recreation Facilities	6,674	6,824	6,948	-	-	-
Fire Rescue Services	1,404	1,674	2,093	-	-	-
City Operations						
Edmonton Transit	61,257	63,490	67,690			
Fleet & Facility Services*	72,749	98,292	103,277			
Parks & Roads Services - Roads	172,278	203,698	218,200			
Parks & Roads Services - Parks	20,022	17,045	21,021			
Parks & Roads Services - Parks - Other				5,500	5,500	5,500
Parks & Roads Services - Parks - Land				22,000	22,000	22,000
Parks & Roads Services - Roads				72,500	73,000	73,500
Financial & Corporate Services						
Assessment & Taxation	85	85	85	-	-	-
Corporate Procurement & Supply Services	4	4	4	-	-	-
Financial Services	189	189	189	-	-	-
Human Resources	34	34	34	-	-	-
Information Technology	17,325	17,850	18,386	-	-	-
Law	62	62	62	-	-	-
Integrated Infrastructure Services						
Facility & Landscape Infrastructure	-	-	-			
Mayor and Councillor Offices	6	6	6	-	-	-
Office of the City Auditor	8	8	8	-	-	-
Office of the City Manager						
City Manager	10	10	10	-	-	-
Office of the City Clerk	170	170	170	-	-	-
Sustainable Development						
City Planning	124	904	2,356	-	-	-
Development Services	1,039	1,239	1,439	-	-	-
Real Estate & Housing	669	669	669	-	-	-
Total	380,070	439,239	473,439	100,000	100,500	101,000

Profit Centre groups & complete Profit Centres moved by Corporate Accounting, part of 2016 Reorganization

17-42 Spring SOBA Changed Parks & Roads	20,960	3,403		
17-42 Spring SOBA Changed Transit	2,233	4,200		
17-42 Spring SOBA Changed Fleet & Facilities			23,012	2,695

* The 2016 amortization budget shown for Fleet Services above is net of amortization on contributed assets of \$17,338

Following is a list of the debt outstanding as at December 31, 2016 and the associated debt servicing requirements.

In 000's	Debt Outstanding as at Dec 31, 2016	Principal	Interest	Debt Servicing Requirements at Dec 31, 2016
Tax-Supported Debt				
Multi-Purpose Recreation Centres Commonwealth, Meadows, Clareview	257,442	8,403	9,086	17,489
Whitemud Drive/Quesnell Bridge	126,860	4,734	5,366	10,100
NLRT	97,011	3,530	4,234	7,764
Terwilliger Recreation Centre	90,694	3,482	3,931	7,413
Roadways	30,618	4,271	1,519	5,790
Southeast to West LRT	112,215	3,485	3,570	7,055
Great Neighbourhoods	70,993	5,291	2,145	7,436
Other Recreation & Cultural Facilities	75,614	7,180	2,800	9,980
Transportation	43,500	1,373	1,452	2,825
Fleet	38,161	2,165	1,558	3,723
Protective Services	15,920	1,957	576	2,533
Library	17,976	1,846	594	2,440
Corporate Land & Buildings	15,997	2,120	655	2,775
Walterdale Bridge	128,286	3,741	4,313	8,054
Total Tax-Supported Debt	1,121,287	53,578	41,799	95,377
Self-Supporting Tax Guaranteed				
SLRT	397,488	26,098	18,625	44,723
Other (Quarters, Land Fund, Downtown CRL)	115,584	6,023	3,553	9,576
Arena	540,692	15,944	17,241	33,185
Total Self-Supporting Tax Guaranteed Debt	1,053,764	48,065	39,419	87,484
Short term Tax Supported				
Fast Tracked MSI and Provincial Fuel Funding	60,000	60,000	1,097	61,097
Self Liquidating Debt				
Drainage	556,000	23,049	21,033	44,082
Waste	225,607	19,567	9,239	28,806
Blatchford Development	47,013	1,897	1,227	3,124
Local Improvements	117,452	7,889	4,550	12,439
Northlands	47,728	1,909	2,407	4,316
Other (Housing, Soccer Centres, Research Park)	23,749	2,960	1,337	4,297
Total Self Liquidating Debt	1,017,548	57,271	39,793	97,064
Less: Sinking Fund Principal and Required Earnings		(7,387)		(7,387)
Total Debt Outstanding and Debt Servicing	3,252,599	211,527	122,108	333,635

The Debt Servicing Requirement at December 31, 2016 of \$333,635 includes a principal portion of \$211,527 and interest of \$122,108.

Reserve Fund & Description
Affordable Housing
To assist the Real Estate, Housing & Economic Sustainability branch in delivering Affordable Housing units as outlined in the Council approved "Road Map" for Cornerstones Plan implementation. Due to the unpredictable spending pattern of expenditures and involvement of other orders of government, this reserve permits unexpended funds to be retained and applied to support future funding requirements. No interest earnings are applied to this reserve.
Aggregate Site Development & Land Reclamation
The purpose of the reserve is to support the program associated with aggregate site preparation, gravel pit equipment replacement, reclaiming and maintaining lands presently used for material recycling, and to purchase land for future site locations. A surcharge is assessed on recycled aggregates (gravel, concrete, asphalt, and sand from snow dump sites) to cover expenditures for replacement of equipment and site preparations. The net amount of revenues and expenses for the year relating to this program is applied to or drawn from the reserve. Interest earnings are applied to the reserve.
Brownfield Redevelopment
To facilitate implementation of City Policy C571 - Brownfield Remediation and Redevelopment Support, the reserve supports Phase III Brownfield Redevelopment Grant payments to qualified developers under the program to help finance developer costs related to environmental testing, remediation and/or exposure control in preparation for redevelopment. The reserve will accumulate timing differences between recognition of the City's liability (expense) to provide funds to the grant applicant for Phase III redevelopment work and receipt of future municipal tax uplift from the redevelopment. Upon approval of the Phase III Grant Funding Agreement by City Council a liability is recognized by the City. The liability and related expense will be up to the lesser of 100% of the total Phase III remediation costs or the projected net municipal tax uplift, as calculated by the City Assessor.
City of Edmonton Library Board
Reserves for future expenditures relating to Library Operations include amounts set aside by the Library Board for specific purposes. This will include amounts for Library facility projects and other major projects. No interest is applied to this reserve.
Commonwealth Stadium
Approved in 1995 and established with \$750,000 from the Public Works Department Vehicle Equipment Reserve as a result of the agreement between the City of Edmonton and the Edmonton Eskimo Football Club for the operation of the Commonwealth Stadium on an entrepreneurial basis. Annually \$200,000 of tax-levy funding is allocated to the reserve for development of new revenue, marketing strategies or capital programs. The City's portion of concession earnings are held in this reserve for capital concession capital projects. Effective January 1, 2007, 15% of net concession revenues from city events or co-sponsored events is contributed by the Eskimos annually to the reserve for replacement of Concession equipment. Interest earnings are applied to this reserve.
Community Revitalization Levy - Belvedere
The purpose of the CRL reserves is to capture timing differences between program operating costs and incremental tax-levy increases and land sales. Belvedere CRL (Station Pointe) is financed through borrowing Bylaw 14883 which was passed in 2008 that enabled the City to undertake infrastructure improvements and land development along Fort Road. In January 2012, Bylaw 15932 was passed to allow for the Belvedere CRL to fund this project. The accumulated net deficit balance is due to timing difference between program operating costs (including debt servicing) and incremental tax-levy revenues and land sales. The deficit will be repaid from future CRL revenues and net proceeds from sale of land. The assessment baseline for the CRL is December 31, 2012. The CRL can remain in place for up to a maximum of 20 years from 2015 to 2032.
Community Revitalization Levy - Downtown
The purpose of the CRL reserves is to capture timing differences between program operating costs and incremental tax-levy increases. Council approved a boundary for the Capital City Downtown CRL on March 5, 2013. The Province approved the CRL regulation on July 25, 2013, and Council approved the CRL Plan and Bylaw 16521 on September 17, 2013. The Province gave final approval of the CRL bylaw on April 16, 2014. The accumulated net deficit balance is due to timing difference between program operating costs (including debt servicing) and incremental tax-levy revenues. The deficit will be repaid from future CRL revenues. The assessment baseline for the CRL is December 31, 2014. The CRL can remain in place for up to a maximum of 20 years from 2015 to 2034.
Community Revitalization Levy - Quarters
The purpose of the CRL reserves is to capture timing differences between program operating costs and incremental tax-levy increases. City Council approved Bylaw 15800, Schedule "A" - The Quarters Downtown CRL Plan on June 22, 2011. Quarters CRL is financed through borrowing Bylaw 15977 which was passed on January 18, 2012 that enabled the City to undertake infrastructure improvements and land development. The accumulated net deficit balance is due to timing difference between program operating costs (including debt servicing) and incremental tax-levy revenues. The deficit will be repaid from future CRL revenues. The assessment baseline for the CRL is December 31, 2011. The CRL can remain in place for up to a maximum of 20 years from 2015 to 2031.
Development Incentive
Approved during the 2010 budget deliberations to facilitate the implementation of City Policy <i>C553 Development Fund Program</i> . This reserve will be used to capture any unspent funding from the Development Incentive Program until December 31, 2017. The Development Incentive Program is designed to stimulate new infill development or redevelopment of existing buildings for mixed-use, commercial and/or multi-unit residential uses and fill vacant retail and commercial building storefronts with eligible commercial uses. In April 2014, City Council approved policy amendments to continue delivering the program and to expand it to be available to all Business Revitalization Zones and other City Council supported initiative areas. No interest earnings are applied to this reserve.
Development Services
Approved on June 23, 2010 to facilitate implementation of City Policy <i>C557 Current Planning Branch - Revised Business Model</i> . This reserve will provide revenue leveling, stabilize resources across extended periods of time, and fund initiatives to enhance planning service and accountability. Council approved City Policy <i>C570 Current Planning Reserve</i> in 2012 which provides direction for sound fiscal management of the Development Services (fka Current Planning) program. No interest is applied to this reserve.
Enterprise Portfolio
To facilitate the implementation of City Policy <i>C479 Fiscal Policy for the Enterprise Portfolio - Community Services</i> by managing revenue fluctuations and fund business development opportunities for all facilities managed by the Community and Recreational Facilities branch. Interest earnings from investment of the reserve balance are applied back to this reserve as they are earned.
Façade and Storefront Improvement
This reserve facilitates implementation of City Policy <i>C216B Retail and Commercial Façade and Storefront Improvement Program</i> . This program provides matching grants to building owners who invest in approved projects to improve the appearance and function of street level retail and commercial buildings in targeted areas within eligible Business Revitalization Zones throughout the City. The program is funded through on-going annual tax levy funding and the net program timing difference for the year is applied to the reserve. No interest earnings are applied to this reserve.
Financial Stabilization Reserve
The FSR was established in 1997 to provide flexibility in addressing financial risks associated with revenue instability and unforeseen costs on a transitional basis, and to ensure the orderly provision of services to citizens. As per policy <i>C217B - Reserve and Equity Accounts</i> , a minimum balance of 5% with a target balance of 8.3% of current general government expenses (excluding non-cash amortization) has been established. The source of funding for the FSR has generally been tax-supported operating surplus. No interest is applied to this reserve.
Financial Stabilization Reserve - Appropriated
The Financial Stabilization Reserve (FSR) - Appropriated tracks amounts that have been appropriated from the FSR for specific purposes in current or future years. No interest is applied to this reserve.

Fleet Services - Vehicle Replacement
Approved at the October 14, 2009 City Council Meeting, this reserve is used to fund replacement of fleet vehicles at the end of their life cycle. Funds to replenish the reserve come from fixed charges paid by tax-supported and utility operations.
Fort Edmonton Train Maintenance
As a condition of an ongoing agreement between the City of Edmonton and the Fort Edmonton Historical Foundation, annually a maximum of \$5,000 from the Fort Edmonton operations is set aside in this reserve to fund major maintenance expenses of the steam railway system within the Park. Interest earnings are applied to the reserve.
Funds in Lieu - Residential
This reserve was approved in 1985 based on Council's direction to separate the residential portion from the commercial/industrial portion in the Parkland Purchase Reserve. Funds received from developers and from the sale of parkland in residential areas is used to purchase and develop parkland in residential areas. The funds are generated as a result of the parkland dedication required in accordance with the Municipal Government Act (MGA) of up to 10%. The MGA requires that such funds be used for "a public park, a public recreation area, school authority purposes, or to separate areas of land that are used for different purposes". The funds collected are restricted by City Policy <i>C468A Policy to Govern the Use of Funds from the Sale of Surplus School Sites</i> to usage within the same neighbourhood. Interest earnings are applied to the reserve.
Heritage Resources
The Heritage Resources Reserve supports City Policy <i>C450B Policy to Encourage the Designation and Rehabilitation of Municipal Historic Resources in Edmonton</i> . This policy sets process for the designation of historically significant structures and the payment of required compensation such as grants, tax cancellation, rebate of property taxes, or a payment equal to the value of the amount of taxes payable on the designated historic building and substantial rehabilitation. This reserve also provides funding for maintenance grants, promoting heritage, and special heritage projects including limited demonstrative restoration projects. Annually, an amount is approved in the operating budget for this program and unspent funds are transferred into the reserve at the end of the year. Conversely, if there is a deficit in the program, draws are made on the reserve. No interest earnings are applied to this reserve.
Interim Financing
Approved on November 19, 2014, the purpose of this reserve is to facilitate timing difference between operating impacts of capital projects and related external funding sources. Reserve deficit balances will be repaid through external funding sources.
Local Improvements
Approved at the October 31, 2012 City Council meeting, this reserve will accumulate the annual difference between local improvement revenues and debt servicing related to local improvements. The reserve will not earn interest.
LRT
An annual funding level of \$5.0 million is provided from tax-levy directed to LRT. This funding is used to cover any deficiency of the Federal Gas Tax Fund over SLRT debt charges annually with any residual added to the reserve. The reserve is to be made available for funding city-wide LRT expansion. A multi-year dedicated funding level of 0.8% is provided from tax-levy directed to LRT for the Valley Line LRT to support construction and future operation of the new Valley Line. The reserve will not earn interest.
Motor Vehicle Insurance
The City self-insures automobile liability claims with any amount in excess of the self insured amount being insured by external commercial insurers. Pursuant to Section 825, Part 7 of the Alberta Insurance Act, the Corporation must maintain a separate insurance fund. The amount is approved annually by the Superintendent of Insurance for the Province, and the City is required to sign a statutory declaration indicating that a separate insurance fund of the required amount is maintained. The amount of \$2.5 million, in addition to the amount set aside to satisfy third party liability and accident benefit claims is the current approved requirement. Since the City records an ongoing liability for claim estimates, the established limit in the reserve has remained stable. The reserve balance is invested in the Balanced Fund. Interest earnings on the investments form part of the corporate investment earnings budget.
Natural Areas
Approved March 2, 1999, the Natural Areas reserve was established to facilitate the acquisition and conservation of environmentally sensitive natural areas, as per City Policy <i>C531 Natural Area Systems</i> . Bylaw 15164, approved July 22, 2009 expanded the purpose of the reserve to facilitate the repayment of debt incurred in the purchase of natural areas. The expected sources of funding is \$1 million transferred annually from tax levy through the budget process. Interest earnings are applied to the reserve.
Neighbourhood Renewal
Approved at the March 11, 2009 City Council meeting, the Neighbourhood Renewal reserve will contain tax funding dedicated to the Neighbourhood Renewal Program net of annual expenditures, as approved through the annual City budget process. Generally the majority of tax-levy funds approved for the year are utilized for neighbourhood renewal expenditures in the year. No interest is applied to this reserve.
Parkland
The reserve receives funds from developer levies, the sale of municipal reserve lands in industrial and commercial areas, proceeds from the sale of municipal reserve land in the river valley communities (where land was originally purchased with Parkland Reserve funds) and money received from the rental of city property on park land. The <i>Municipal Government Act</i> (MGA) requires that such funds must be used for "a public park, a public recreation area, school authority purposes, or to separate areas of land that are used for different purposes". The funds collected can be used anywhere in the City for the required purposes. Interest earnings are applied to the reserve.
Perpetual Care
The Perpetual Care Reserve is used for preservation, improvement, embellishment, and maintenance in perpetuity of the municipal cemeteries. 15% of specific cemetery revenue is applied to the reserve at the time revenue is recognized. Interest is applied monthly and is utilized for funding of the cemetery operating and capital program. This reserve is currently being reviewed as part of the Cemeteries Master Plan.
Revolving Industrial Servicing Fund
The purpose of this reserve is to facilitate implementation of City Policy <i>C533A Revolving Industrial Servicing Fund</i> . This reserve will be used as a funding source to provide rebates to Front End Developers that undertake construction of cost shareable infrastructure. Front End Developers are eligible for a rebate if they do not recover their shareable front end costs through normal processes, providing they construct End-User Development that increases the taxable property assessment by \$10 million or more (excluding machinery and equipment). The source of funding for this reserve will be 50% of the incremental property tax revenue from these End-User Developments. Interest earnings are applied to the reserve.
Rogers Place Arena Capital
The ticket surcharge agreement between the City of Edmonton and the Edmonton Arena Corporation identifies ticket surcharge revenues of \$375,000 per quarter (\$1.5 million annually) to fund certain repair and maintenance costs associated with major building components of Rogers Place Arena. These funds will be transferred to the reserve quarterly. Amounts will be drawn from the reserve to fund the repair and maintenance costs. Interest earnings are applied to the reserve.
St. Francis Xavier
Established August 5, 2011 as a condition of an on-going agreement with the City of Edmonton and the Edmonton Catholic School Board to fund life/cycle maintenance for the St. Francis Xavier Sports Centre. Tax-levy funding is approved annually in the amount of 78% of annual estimated maintenance costs, to fund the City's portion of major life/cycle maintenance. Any funding timing differences for the year are applied to the reserve. Interest earnings are applied to this Reserve.

Tax Supported Debt
Approved on October 29, 2002 to accommodate timing differences between debt servicing requirements and receipt of taxes for the \$250 million 5 year program of tax-supported debt. As approved at the October 31, 2012 City Council meeting the purpose of the reserve was expanded to accommodate timing differences between debt servicing and receipt of taxes for all City tax-supported debt. A minimum balance of \$1.0 million is to be maintained and any unappropriated balance above this is made available to fund capital projects. The minimum balance is to be used to manage any interest rate or cash flow fluctuations. No interest is applied to this reserve.
Telus Field Capital
As provided by the License Agreement between the City of Edmonton and the Katz Baseball Corporation, the net rents and fees collected under the License Agreement are retained in a separate reserve account to be used for future structural repairs to Telus Field. No interest is applied to this reserve.
Traffic Safety and Automated Enforcement Reserve
On December 5, 2014 City Council approved the Traffic Safety and Automated Enforcement reserve. The reserve is intended to accumulate surpluses (and fund shortfalls) that may arise from the variability of photo enforcement revenues, and transparently show budgeted allocations toward: a) The Office of Traffic Safety, b) Edmonton Police Services, c) Other traffic safety initiatives (operating and capital), and d) Community infrastructure programs such as, but not restricted to, the Community Facility Partner Capital Grant and Community League Infrastructure Grant programs. The reserve will be funded from automated enforcement revenues and is to have a minimum balance of 5% of automated enforcement revenue. Interest earnings are applied to this Reserve.
Tree Management
A requirement of City Policy <i>C456A Corporate Tree Management</i> . Funds are placed in the reserve to replace the trees and shrubbery with a view to protect the urban forest, upon removal in the course of construction or repairs to City-owned property. Funds are transferred out of the reserve to cover the operating costs incurred to replace trees and shrubbery.
Vehicle for Hire Reserve
The reserve may be utilized for specified purposes as approved by City Council through the operating and capital budget process. The amounts in the reserve are used for initiatives that benefit the Vehicle for Hire industry, such as full enforcement and coverage during peak hours and the need to purchase additional vehicles. The reserve will also stabilize resources across extended periods of time and offset annual program deficits. Annual program surpluses are transferred to the reserve. No interest earnings are applied to this reserve.

City of Edmonton - 2017-2018 Approved Budget
Reserves Summary
2017- 2018 Fall SOBA 2017 Budgeted Reserve Balances
(\$000)

Department	Branch	Reserve Fund in Alphabetical Order (\$000)	Actual: 2016 Ending / 2017 Opening Balance	Transfer to Operating Budget	Transfer from Operating Budget	Transfer (to)/from Capital Budget	Transfer (to)/from Other Reserve	Transfer from surplus	Interest	Budgeted: 2017 Ending / 2018 Opening Balance	Transfer to Operating Budget	Transfer from Operating Budget	Transfer (to)/from Capital Budget	Transfer (to)/from Other Reserve	Transfer from surplus	Interest	Budgeted: 2018 Ending Balance
Office of the City Manager	Housing	Affordable Housing	27,761	(6,481)	3,187	(3,533)	-	-	-	20,934	(5,175)	3,802	(324)	-	-	-	19,237
City Operations	Parks and Roads Services	Aggregate Site Development & Land Reclamation	1,803	-	825	-	-	-	17	2,645	-	825	-	-	-	23	3,493
Regional and Economic Development	Economic and Environmental Sustainability	Brownfield Redevelopment	-	(4,104)	1,803	-	-	-	-	(2,301)	(854)	1,633	-	-	-	-	(1,522)
Boards and Authorities	Public Library	City of Edmonton Library Board	4,696	-	3,002	-	-	-	-	7,698	-	3,561	-	-	-	-	11,259
Citizen Services	Community and Recreation Facilities	Commonwealth Stadium	2,377	(53)	301	(665)	-	-	16	1,976	(53)	301	(200)	-	-	15	2,039
Regional and Economic Development	Belvedere Community Revitalization Levy	Community Revitalization Levy - Belvedere	(5,938)	(381)	-	-	-	-	-	(6,319)	(104)	803	-	-	-	-	(5,620)
Regional and Economic Development	Capital City Downtown Community Revitalization Levy	Community Revitalization Levy - Downtown	(14,913)	(3,627)	-	-	-	-	-	(18,540)	(5,050)	-	-	-	-	-	(23,590)
Regional and Economic Development	Quarters Community Revitalization Levy	Community Revitalization Levy - Quarters	(9,156)	(20)	-	-	-	-	-	(9,176)	(731)	-	-	-	-	-	(9,907)
Regional and Economic Development	Economic and Environmental Sustainability	Development Incentive	1,016	(395)	-	-	-	-	-	621	(341)	-	-	-	-	-	280
Urban Form and Corporate Strategic Development	Development Services	Development Services	13,988	(1,733)	177	(4,004)	-	-	-	8,428	-	763	(2,758)	-	-	-	6,433
Citizen Services	Community and Recreation Facilities	Enterprise Portfolio	8,261	(1,100)	100	(1,698)	-	-	52	5,615	(1,100)	100	(902)	-	-	35	3,748
Regional and Economic Development	Economic and Environmental Sustainability	Façade and Storefront Improvements	699	(100)	-	-	-	-	-	599	(100)	-	-	-	-	-	499
Corporate Programs	Corporate Programs	Financial Stabilization	92,852	-	-	-	(32,665)	63,848	-	124,035	-	-	-	-	-	-	124,035
Corporate Programs	Corporate Programs and Other Tax-Supported Branches	Financial Stabilization - Appropriated	30,255	(32,219)	720	(2,134)	29,734	-	-	26,356	(15,496)	-	-	-	-	-	10,860
Corporate Programs	Corporate Programs	Fleet Services - Vehicle Replacement	14,798	-	25,664	(40,019)	2,931	-	-	3,374	-	26,097	(27,419)	-	-	-	2,052
Boards and Authorities	Fort Edmonton Park	Fort Edmonton Train Maintenance	22	-	5	-	-	-	-	27	-	5	-	-	-	-	32
Urban Form and Corporate Strategic Development	City Planning	Funds in Lieu - Residential	23,780	-	3,900	(20,070)	-	-	118	7,728	-	4,200	(5,217)	-	-	54	6,765
Urban Form and Corporate Strategic Development	City Planning	Heritage Resources	2,703	(433)	-	-	-	-	-	2,270	(93)	-	-	-	-	-	2,177
Corporate Programs	Capital Project Financing and Real Estate	Interim Financing	(26,588)	(5,931)	4,195	-	-	-	-	(28,324)	(2,637)	6,915	-	-	-	-	(24,046)
Corporate Programs	Capital Project Financing	Local Improvement	108,795	(422)	2,111	-	-	-	-	110,484	-	244	-	-	-	-	110,728
Corporate Programs	Capital Project Financing	LRT	31,056	(20,377)	16,918	193	-	-	-	27,790	(64,001)	26,050	-	-	-	-	(10,161)
Corporate Programs	Corporate Expenditures	Motor Vehicle Insurance	2,500	-	-	-	-	-	-	2,500	-	-	-	-	-	-	2,500
Urban Form and Corporate Strategic Development	City Planning	Natural Areas	9,368	(1,115)	1,000	(6,000)	-	-	47	3,300	(1,115)	1,000	-	-	-	24	3,209
Corporate Programs	Corporate Programs and Other Tax-Supported Branches	Neighbourhood Renewal	589	-	134,442	(146,669)	-	-	-	(11,638)	-	156,332	(144,974)	-	-	-	(280)
Urban Form and Corporate Strategic Development	City Planning	Parkland	21,533	-	3,400	(14,630)	-	-	119	10,422	-	3,600	(2,550)	-	-	82	11,554
Citizen Services	Community and Recreation Facilities	Perpetual Care	6,950	-	500	(5,660)	-	-	-	1,790	-	500	-	-	-	-	2,290
Urban Form and Corporate Strategic Development	City Planning	Revolving Industrial Servicing Fund	539	(9,188)	2,104	-	-	-	-	(6,545)	(13,171)	2,642	-	-	-	-	(17,074)
Corporate Programs	Capital Project Financing	Rogers Place Arena Capital	751	-	1,500	-	-	-	11	2,262	-	1,500	-	-	-	23	3,785
Citizen Services	Community and Recreation Facilities	St. Francis Xavier	1,138	-	-	-	-	-	9	1,147	-	-	-	-	-	9	1,156
Corporate Programs	Capital Project Financing	Tax-Supported Debt	4,318	-	-	-	-	-	-	4,318	-	-	-	-	-	-	4,318
Corporate Programs	Corporate Programs	Telus Field Capital	374	-	10	-	-	-	-	384	-	10	-	-	-	-	394
Corporate Programs	Corporate Programs and Other Tax-Supported Branches	Traffic Safety and Automated Enforcement	29,650	(46,428)	55,100	(26,352)	-	-	156	12,126	(46,658)	52,100	(14,614)	-	-	57	3,011
City Operations	Parks and Roads Services	Tree Management	3,535	(200)	200	-	-	-	-	3,535	(200)	200	-	-	-	-	3,535
Urban Form and Corporate Strategic Development	Development Services	Vehicle for Hire	1,188	-	391	-	-	-	-	1,579	(262)	331	-	-	-	-	1,648
Total			\$ 390,700	\$ (134,307)	\$ 261,555	\$ (271,241)	\$ -	\$ 63,848	\$ 545	\$ 311,100	\$ (157,141)	\$ 293,514	\$ (198,958)	\$ -	\$ -	\$ 322	\$ 248,837